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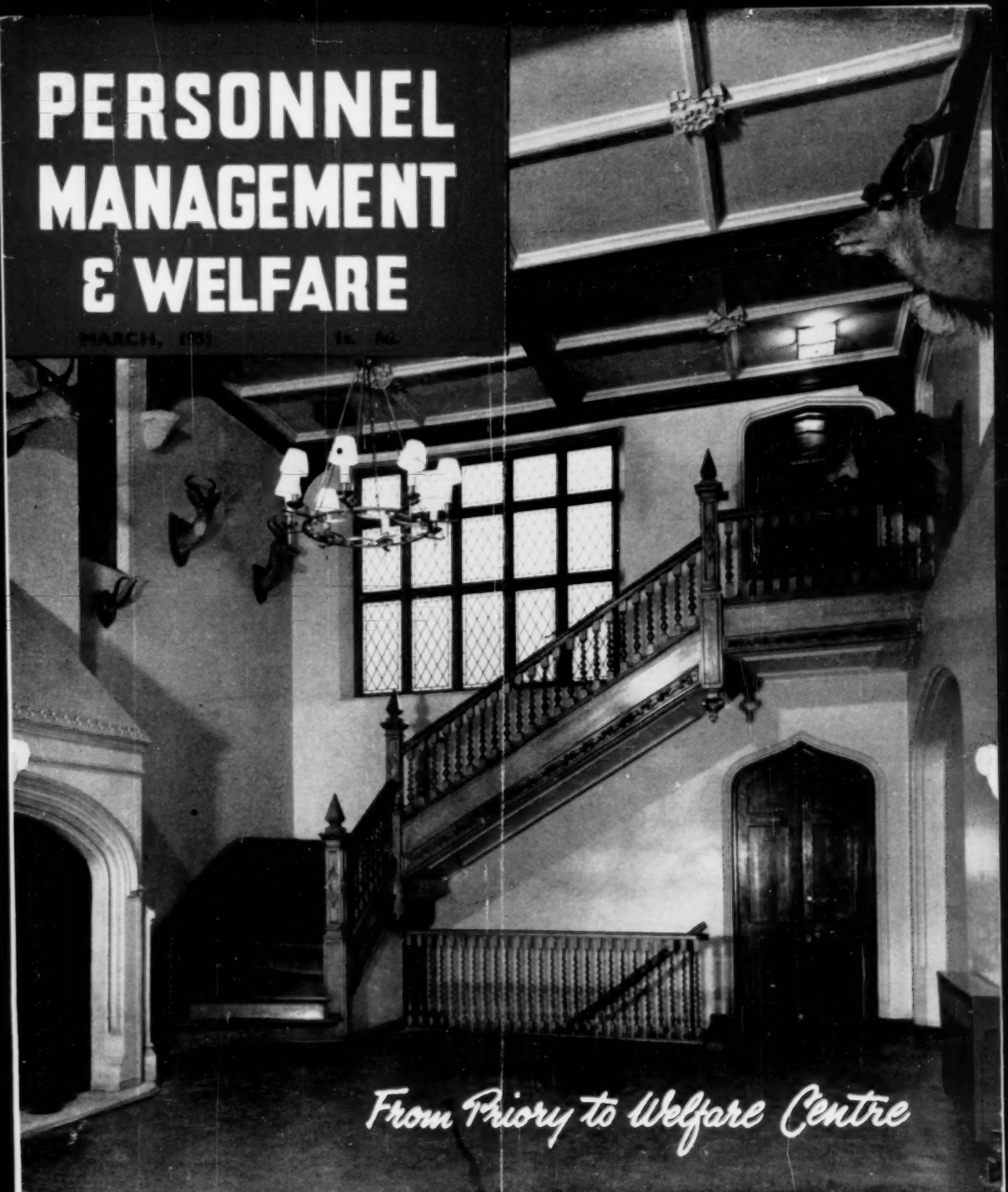
MARCH, 1951 1s. 6d.



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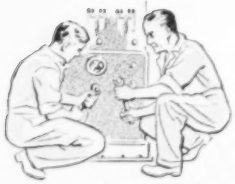

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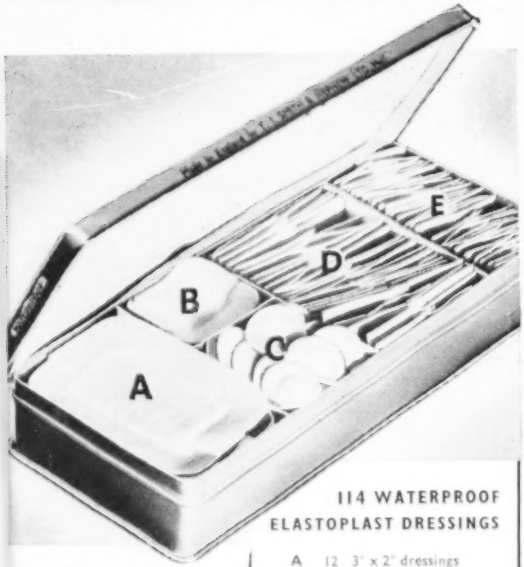

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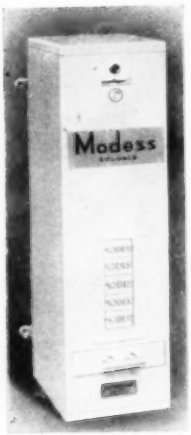

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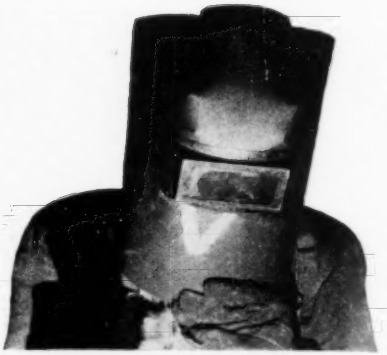

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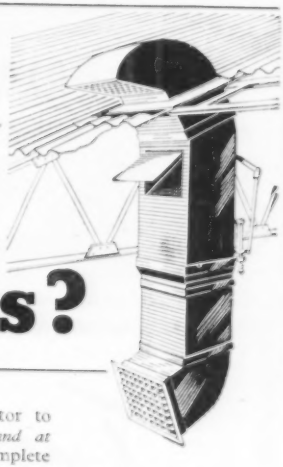

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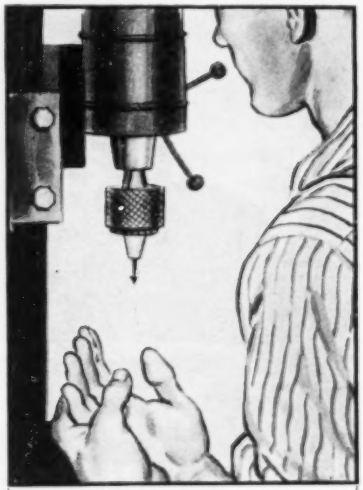

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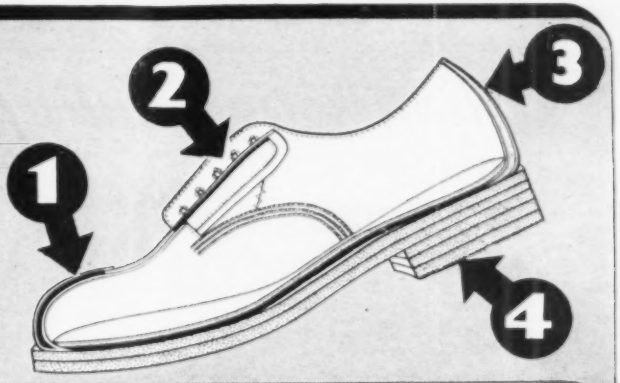

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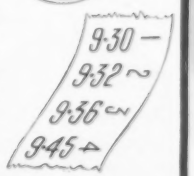

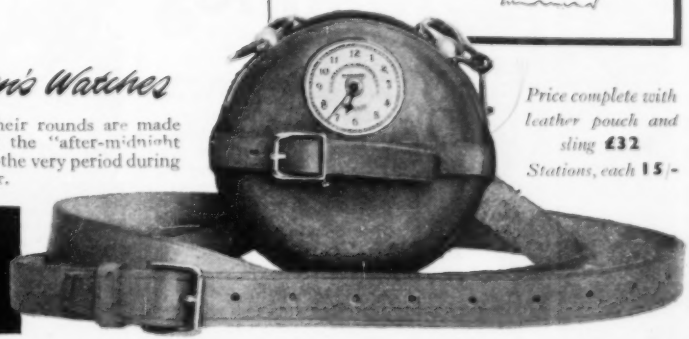

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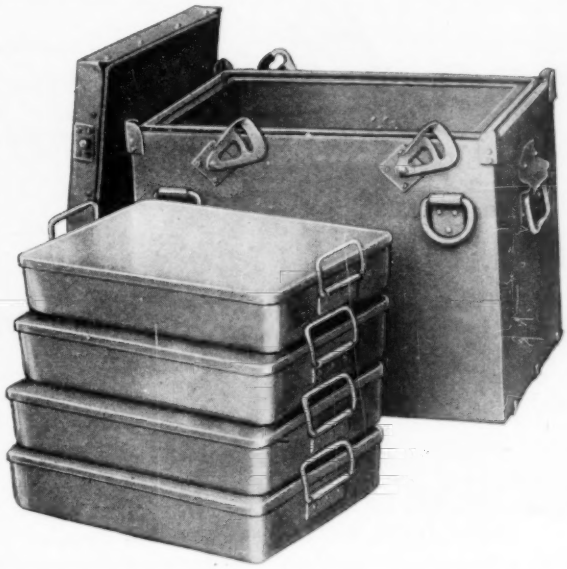

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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 130 MARCH, 1951

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COVER

We illustrate the magnificent baronial hall of Acton Priory, which after nearly eight hundred years of history now enters on a new lease of life as an up-to-date Welfare Centre for the 400 workers of W. H. Nevill Ltd. While the conversion is in all things in accordance with the latest ideas of canteen and "club" accommodation, such ancient features as this staircase, some of the panelling and a mediæval stairway to the cellars have been carefully retained. *(See story on page 397).*

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A tasteless, taintless, instantaneous steriliser for Ice Cream Servers.

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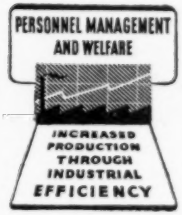


A Modern Welfare Centre for 400 Workers

Not every firm has a Priory at its doorstep and the site of the majority of works was not so long ago devoted to agriculture. But even fields have names—and some have a history as well—and it is a good thing to "key-in" one's planning with what has gone before. Here is how a medium sized firm are building today's traditions on the site of past history. Nevill's of Acton are part of a great and important bakery group and they have all the advantages of the latest mechanisation. Yet they strive to maintain—and with success—the close-knit friendliness of the family firm.

FOUNDED in A.D. 1200 by Monks of the Benedictine Order, Acton Priory has a long record as a dwelling house. It was occupied for long periods by members of the aristocracy, and was visited on many occasions by members of the Royal House. Among later occupants probably the best known was Lord Lytton, the famous writer, whose residence terminated in 1836. It has been substantially rebuilt and altered, and today is a typical example of Victorian Gothic restoration. In 1939 it was purchased by the well-known London wholesale bakers, H. W. Nevill Ltd., one of whose four factories in London had been erected in 1887 in the original grounds belonging to the Priory. It is interesting to note that during recent rebuilding excavations in the bakery grounds traces of one of the old Priory "stew ponds" for fish was found, and today the south-west wing of the Bakery has been built over this interesting relic of the past.

Now the Priory has been converted into a most attractive and up-to-date Welfare Centre for the benefit and enjoyment of the firm's 400 Acton employees. The labour relations of this firm, a member of the Allied Bakeries Group, are clearly indicated in their statement of "Policy," which is printed on the Service Agreements signed by all newcomers to the firm (*see overleaf*).

Mr. Douglas H. Steven, the managing director, elaborated the firm's attitude towards the welfare of the employees on the occasion of our visit, pointing out that following the introduction of elaborate equipment and new ovens the modern baker in a fully mechanised plant of this kind is not necessarily the fully skilled worker of the old hand-made days. While there is need for more and more higher technical training among the supervisory grades and for the skill that results from long experience of the practical routine of the process of production, the standard required of operatives is comparatively simple. "At the same time," he added, "It is essential that in a progressive business of this kind we should work as a real team with each man aware of the part that he plays in the production as a whole. Each of our workers is a vital link in our chain of production, and to some degree each is an ambassador for the Company."

750,000 sliced, wrapped loaves, hardly touched by hand, are produced each week. Picture shows part of one shift's production passing through the slicing and wrapping machines before final dispatch

Three-Shift Working

In order to encourage the team spirit among the workers and to improve working conditions, it was decided some time ago to give up the old system of working two long 10-12 hour shifts each day, and to operate three 9-hour shifts daily—each with a meal break and two additional short rest periods. The firm's basic wages rate is considerably in excess of that required by the Trade Board rates, and is fixed at £7 per week with a rota of shifts—providing each man with a long week-end (from 2.45 p.m. on Friday to 10.45 p.m. on Sunday) every third week. Since this system was introduced production has increased considerably

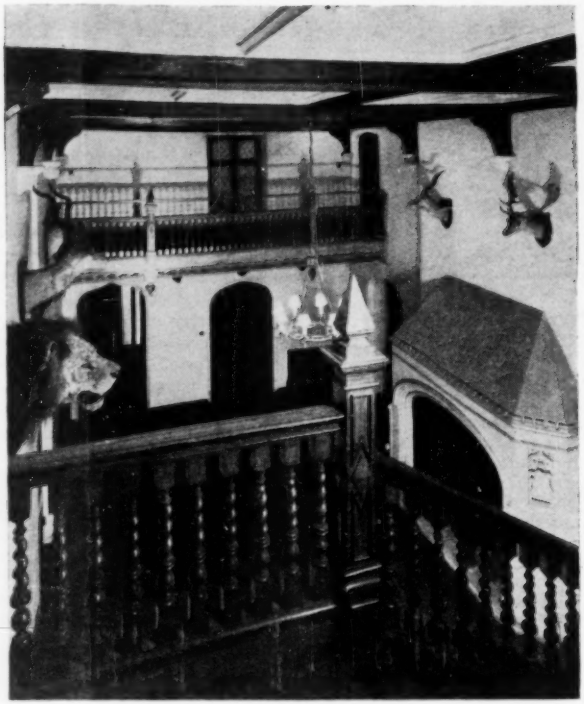
(some 750,000 loaves are produced each week), and there is wholehearted approval of the scheme. Strangely enough, the only slight criticism which has been made came from some of the older Bakers, who, remembering the long hours of work which were customary in the trade for so long, have now discovered that extra leisure can bring added expense. The old days of work and bed only have, it is hoped, gone for good.

NEVILL'S THREE-POINT POLICY

(1) To produce Bread and Rolls of the highest quality.

(2) To give to our customers unfailing courtesy and the best possible service.

(3) To build up a happy team spirit throughout the organisation so that each one of us will gain real pleasure and happiness from his work."



Recruitment for the Bakery trade does not depend to any large extent upon the intake of juveniles, owing to the complications of night work. Newcomers are, therefore, generally men who have done their National Service, and many of these are not unaturally recommended by workers already employed by the firm. The training period, except for the initial "introduction" by which a new recruit is fitted into the team, is very short, although for senior men and supervisory grades the T.W.I. courses, as well as specialist training, have been found of great value.

The Industry's personnel tradition is of recent growth, and Mr. Steven emphasised the need to make haste slowly, and above all to work down through the ranks of Management. A token of this may be found in the periodical issue to senior officials of a comprehensive financial survey of the company's affairs, showing costs, productivity, margins of profit, future plans and business trends. Eventually, it is hoped, similar information in simpler form will be passed on to others in supervisory posts.

Welfare, before 1939, was based very largely on the firm's Sick Benefit Society, which was founded in 1919, and on the Worker's Sports and Social Club, whose (independent) history goes back to 1919 also. In 1945, nowever, with the release of the Priory buildings from requisition, the chance came to take a big step forward. In 1947 Miss Hodges was appointed Chief Welfare Supervisor to all the factories of the firm, and under her guidance the development of a comprehensive service was begun with a resident (female) Welfare Officer to each unit. The Benefit Society was expanded considerably in 1948 and again in 1950, and its provisions include:

1. All employees over 18 and under 60 years of age must take up membership. No benefits will be available until the employee has completed 13 weeks' membership. Contributions (and benefits) cease on leaving the employ of the Company.

2. The objects of the Society are to pay sums of money:

(a) To a member or associate member in the event of his sickness or disability (both duly certified) such as would prevent him following his employment.

(b) To a member on the birth of his wife's child.

(c) To the personal representatives of certain members or associate members who at the date of death were not eligible for admission to the Allied Bakeries' Pension Scheme.

(d) To a member on the death of his wife.

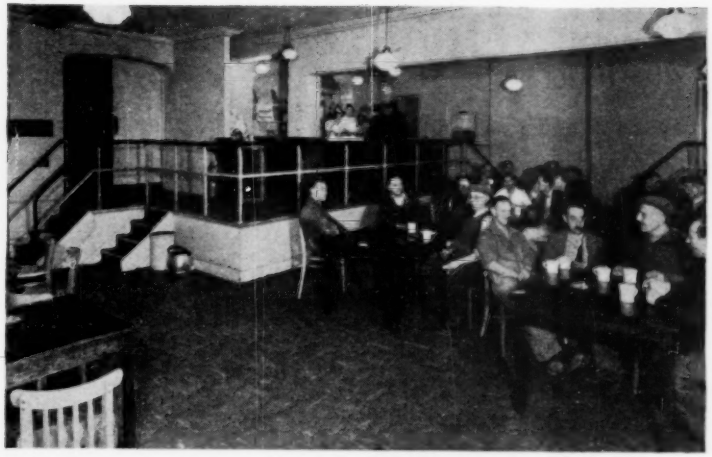
3. Each member shall contribute 9d. weekly (associates pay 3d.) to be deducted by the Wages Office. The Company contributes a sum equivalent to one-and-one-third that paid in by employees.

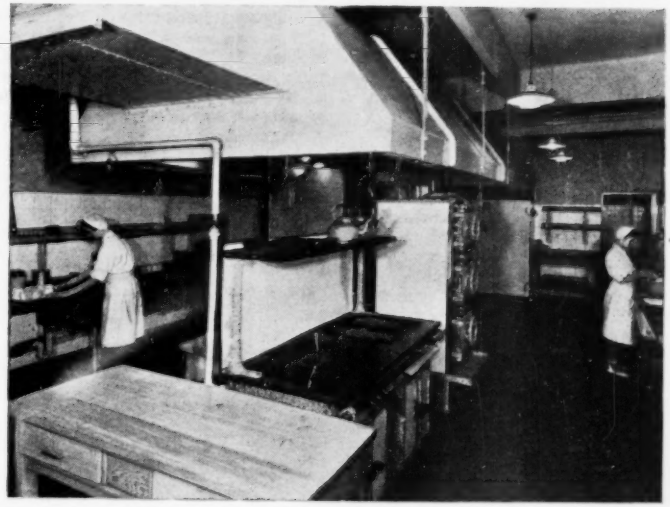
The growth of the Sports and Social Club encouraged further facilities and rooms for the Club were set aside in the new Welfare Centre where provision is made for most indoor games. Incidentally, the Club's Christmas Children's Party, a "high spot" of the year, is run and financed entirely by the Club and its own members.

The creation of the Welfare Centre is, of course, the major post-war development to be recorded at this stage and our illustrations show the amazingly high standard that has been achieved. It is, however, hoped that in due course, similar and even better facilities, will be provided at the Leytonstone and the Herne Hill factories.

Health Problems

The Baking Industry has not, in the past, been an attractive trade from a health point of view—long hours, excess heat and flour dust made workers susceptible to occupational disorders, and special regulations have from time to time been issued as a precaution. Modern working conditions, improved plant, modern trade facilities have changed





the picture. But this firm has gone further, for the past three years employees at Nevill's factories, if they so wished, have been screened by mass radiography. This is repeated yearly on a voluntary basis, so that employees with suspected lung defects can be sent for special treatment. The Medical Officer visits each factory monthly and checks over health conditions with the Welfare and First-Aid Staff, whose equipment for "casualties" is extremely good. Dermatitis as an occupational problem has almost ceased to exist in modern bakehouses owing to their cleaner condition.

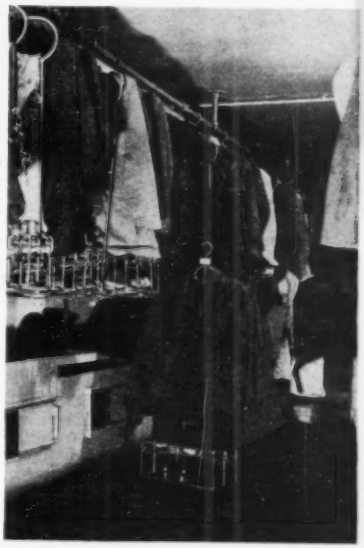
One pressing problem has remained until recently—the issue and care of working garments. Baking is hot work, and clothes become saturated with perspiration so that their frequent laundering is essential to hygiene. Nevills issue to each worker, whatever his grade, once a week (or oftener) a complete set of working clothes which are washed, laundered and repaired by the firm. Clean towels are also provided at regular intervals.

Clothes Drying

Another feature in the Priory Welfare Centre calls for special comment. In former days each baker was provided with a locker for his clothes. He had perforce to hang his wet sweaty uniform in his locker at the end of his day's work and often next morning he had to don his uniform still wet from the previous day. Nevills have changed all that, and what an improvement it is!

On arrival employees go to the Changing Room and obtain from the attendant a wire clothes hanger of the latest industrial type, which holds their complete outfit or overalls. After changing, their outdoor garments are hung away in an air-conditioned room under the care of the cloakroom attendant until the shift is over, when works clothing is returned to be hung up in a hot air current. The uniforms are thoroughly aired and dried before they are used again. On wet days the outdoor garments are dried by the same means.

The provision of this service has cut absenteeism considerably and in the views of both the Workers' Representatives and the Management, this rather expensive installation has proved its value beyond any doubt.



Opposite page, **the magnificent staircase and central hall of the old house make an attractive feature**
Above, **Servery and canteen in the Welfare Centre. This room—and executives' luncheon room adjoining (there is no division)—were formerly library and drawing-room**
Latest kitchen layout makes catering for all-round-the-clock workers a pleasure
Modern equipment ensures that each man has a dry suit to put on, on entering or leaving the bakery. Note hot-air ducts

This "Open Door" Plan Has Built Up Production

"Man for man we are turning out four times more than any similar firm." That is the proud claim of Bardic Ltd., Southampton, manufacturers of aluminium alloy die castings. It was made, jointly, by the company s chairman, Mr. Stuart Barker, and his co-director and general manager, Mr. Vernon Meager, who have worked together for 15 years.

BUT Bardic's high rate of output is not achieved by cracking a whip or slave-driving methods. As the directors both told me eagerly: "We feel that here, in Bardic's, we have put into operation those plans which, as idealists, we wanted to see carried out." It was the promise they made to each other when they started the firm in 1946.

What are their golden rules for a happy, contented and efficient staff?

The atmosphere at Bardic's is one of mutual trust. The staff trusts the management to play square with them. The management know the workers won't let them down. In fact, right from the top—represented by Barker and Meager—down to the person responsible for sweeping the floor it seems to be one gigantic partnership. The partnership's rules are simple:

"We always keep our office door open." Barker explains. "My secretary has instructions that any worker wishing to see me about anything that's worrying him—business or domestic—he's to be fitted in before my next appointment." He added, with a smile: "And I don't care who's kept waiting."

Another golden rule is:—"Take your staff into your confidence. If you want them to do something. If you issue an order make sure they know the why's and the wherefore's."

Finally, and the one about which Barker was particularly emphatic: "If you make a promise to your staff —keep it, whatever the cost."

Past History

There is, of course, a story behind the determination with which that remark was delivered. Short, dynamic, his rather untidy hair going a steely-grey, Barker explained. "I started work in steel foundries up north. Believe me, it was a hard school, but, right from the start, I was sympathetic to the workers' point of view in industry."

Possibly that is because he comes of sturdy Yorkshire stock himself. His father started work at the age of nine, rose to control his own business. With the money he saved he sent Stuart to public school. "But that makes me no different from any other worker." Barker hastens to explain. "I have certain educational qualifications some of them lack, perhaps. It enables me to guide a whole unit. But I can only do that with the unit's full co-operation."

Barker's voice is crisp and decisive, free from "um's and er's." He dresses, unconventionally, in a sports jacket and grey flannels. He has had 27 years in industry without ever having a strike on his hands. At one factory he controlled 3,500 workers.

"Keep Your Promises"

What does he remember of his early days in industry?

"To start with, the worker was never told enough. In fact, he was hardly told anything beyond that which enabled him to do the job he was employed on. And, of course, the plant became to the employees merely a place where he had to go to earn money for his daily bread.

"No interest, no enthusiasm, no initiative . . ." Barker rapped his desk vigorously.

"Today we are reaping the harvest of what we sowed then. If our forefathers had planned and treated their employees as human beings with equal rights, present industry would not have had to contend with so much strife and so many strikes."

At the age of 20, Barker took his first executive job and learnt a sharp lesson which he has never forgotten. The owner told him: "Tell your men that, if they turn out this order in ten days, I'll pay each one a £5 bonus." Barker told the men and they laughed; bonuses had been promised before and failed to materialise.

Barker said: "I promise you this

Mr. Vernon Meager and three of the "lads" discuss a tricky production point

By E. J. GALE

one." There must have been something in the tone of his voice which impressed them and the work was done within the stipulated time.

Back to the owner's office went Barker to report, but the owner laughed him off and tried to invent a few feeble excuses. Barker said little, but he stamped out of the office, down to the bank and, from his own meagre savings, drew out money to pay the bonus. He left the firm shortly after.

"I made the promise," he told me. "And I kept my word—even though it did cost me nearly every penny I had. I have always kept my word to employees and if I do err, it's on their side."

What other prejudices has Barker got? One is about silly orders. "Don't make them," he advises. "No end of strife is caused by arbitrary, stupid orders—often issued by someone who has never been through the works. "If you are going to make a restriction explain the reason why first of all."

Make Them Partners

That remark led Barker into his pet theory. "Take your staff into your confidence—just as you would your partner or co-directors"—and here Meager was murmuring his approval—"After all, your staff *are* your partners. You couldn't exist in industry without them and, without their full co-operation you won't get very far."

So far, this has been an exposition of the theory held by Barker and Meager, and one may ask if it works out in practice.

"Recently, in Bardic's we altered our pay system. We raised some rates, lowered others. That might have caused a strike in many other works. It didn't here because we explained our reasons for doing so first. The matter was thrashed out at a joint consultation. It ended with the staff all for the change."

Barker and Meager put their ideas into work soon after they founded Bardic's. In some quarters they are regarded as revolutionary.

First came a profit-sharing scheme —bonuses and double bonuses. Commented Barker: "Never cut piece work rates no matter what the cost to you." Another revolution. There are no time clocks at Bardic's. Men, consequently, do not clock-in.

They are never spied upon but every now and again one or both of the directors are in the works when a shift changes over. Barker recently was there in the early hours of the morning—the six o'clock shift was on the job before 5.55 a.m.

Pride of place of Bardic is occupied by the joint consultation meetings when management and staff iron out their differences and discuss experiments. They were sparsely attended when they were first started and eventually drifted off into nothing. But after a while the chairman was approached and asked if he would re-commence, and to this he agreed—if the workers would promise to attend. Since then the meetings have gone from strength to strength.

I was recently invited to "sit in" on one of these meetings when another guest was Dr. H. M. King, one of Southampton's two M.P.'s. Meager started the ball rolling with an outline of material position and costs. He asked workers to treat alloy as if it was gold dust. They nodded agreement.

Then the workers took over. Their first suggestion was tool allowance, and after discussion management promised to issue a standard tool kit. Next was for better soap in the showers and this too was agreed.

When it was over, Dr. King commented: "It is good to see such team work between management and workers—important, not only to you as individuals but also to the country." And, a perfect tribute to the methods of Bardic Ltd., came this comment from a worker: "Perhaps Dr. King will tell other firms that, if they tackle their problems in the way we do, their production will go up and the cost of living might come down."

Why Not Call A Spade A Spade?

By H. KEAST, D.P.A.
Establishment Officer
Cornwall County Council

A lot of folk will not understand you if you call a spade "a horticultural implement"—and in any case you will not be entirely accurate. In personnel relations it is essential that the men on the other side of the table (and the directors, too!) know exactly what you are talking about.

AT a conference of the British Institute of Management in 1949 a paper was read on the question "Whether there is a need for standard terminology and nomenclature in management." After a particularly interesting discussion, the delegates resolved "that a definite and immediate need exists to clarify management terminology," and the Institute was, accordingly, formally asked (1) to examine existing terms and to publish their current meaning and (2) to encourage standard usage wherever possible, extending such encouragement to the international field, initially in the English-speaking countries. This paper, discussions and conclusions were, of course, primarily directed to the sphere of industrial management as a whole, but the same remarks and conclusions can be equally applied to the more restricted field of "personnel management." Indeed, it is doubtful if there is any other field of management in which there is greater variety in terminology, both in that the same word can denote differing functions and that, on the other hand, the same function can be covered by so many different names.

This lack of uniformity in the terminology of personnel management can best be indicated by a few examples. In some organisations, the personnel management function is carried out by a personnel manager, while under another concern identical functions may be performed by persons variously described as personnel advisers, staff officers, labour officers, personnel officers, employment and welfare officers, establishment officers and directors of staff administration. The last two titles are more generally found in the public services. Again, in some large-scale organisations, there may be a hierarchy of personnel management officials, with well-defined division of

activities. Thus, there may be a personnel director, and under him, with varying degrees of status, there may be sections in charge of a personnel manager, labour officer, employment officer, staff officer, welfare officer, education and training officer and so on. The functions of, say, the staff officer in such an organisation would be very different from those of an official with the same title in another concern in charge of the whole range of personnel functions. Other examples of such differences in title meanings and nomenclature of functions could be quoted in an extensive list.

Titles Can Vary From Firm to Firm

It must be admitted that different titles are necessary to cover the varying status of the personnel function according to the organisational structure of the concern. Thus, the personnel officer may have independent managerial status in executive charge of the full range of personnel matters, from the "hiring and firing" of labour to the settlement of numbers in departments and branches, from the selection of salaried staff to the training and welfare of all employees. Again, he may be an adviser to an executive manager and have no right of intervening in the line of authority; he may be adviser to a general manager or an assistant to a departmental executive. Expressed another way, the personnel officer may be a high-ranking manager, with a high degree and wide range of executive responsibilities, or he may be a relatively subordinate advisory official with little or no executive power. Between these two extremes, there are many differences of functions and emphasis, according to the operative policy adopted by each concern. Personnel management terminology, however, should be such that the title of the post has a constant meaning, in respect of the function performed, in all organisations. The different types of posts could well be surveyed and each given a distinct and specific title; this would avoid much scope for friction within an organisation, and prevent considerable confusion to outsiders in their dealings and correspondence with persons carrying out varying responsibilities.

The Institute of Personnel Management has already made an effort to define the concept of personnel management, for in a memorandum on *Definitions of Personnel Management* (1944), the following two definitions appear:

> "(a) 'Personnel Management' is that part of the management function which is primarily concerned with the human relationships within an organisation. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual, enables all those engaged in the undertaking to make their maximum personal contribution to the effective working of that undertaking. In particular, personnel management is concerned with—
>
> **Methods of recruitment, selection, training and education and with the proper employment of personnel;**
>
> **Terms of employment, methods and standards of remuneration, working conditions, amenities and employee services;**
>
> **The maintenance and effective use of facilities for joint consultation between employers and employees and between their representatives, and of recognised procedures for the settlement of disputes.**
>
> "(b) 'Personnel Managers' are those persons specially qualified by training and experience to advise in the formation of personnel policy, to secure understanding and application of that policy to all levels of the organisation and to be responsible for the appropriate executive duties arising therefrom."

Some Definitions

Then, there is the question of the terminology to describe the status and type of employee. In illustrations which follow the words in italics are the dictionary meanings from the Concise Oxford Dictionary. In some organisations, manual employees are known simply as employees (*persons employed for wages*), in others they are known as staff (*body of persons carrying out work under manager*), or workers (*persons engaged in bodily or mental work*), servants (*persons who have undertaken, usually in return for stipulated pay, to carry out the orders of an individual or corporate employer*), labourers or labour (*men doing for wages work that requires strength or patience rather than skill or training*), workmen (*operatives, men hired to do manual work*), operatives (*workers, artisans, mechanics, workmen, mill hands*), artisans (*mechanics, handicraftsmen*).

"Staff" Workers

On the other hand, office staff, including clerks, junior executives and "White-Collar" employees generally, may be known as "staff," as distinct from the manual worker use of the word. The designation of "employee" may be used as a generic term to cover all employed persons, from unskilled manual to managerial positions. "Official" may be used to denote salaried staff, and "wage earner" may be a term to denote workpeople. Here again, there is much scope for the agreed recommendation of consistent and appropriate terminology to cover all types of vocational groupings; the worker by hand or by brain. In passing, "personnel" is defined by the Concise Oxford Dictionary as meaning "body of persons engaged, especially in public institutions."

Words in Daily Use

Only two matters connected with personnel management have been selected for illustration, but many other spheres of personnel work could be added; such as the terminology connected with staff engagement or recruitment processes, the various types of welfare functions, the kinds of wording used in employee regulations and the like.

Personnel management is concerned with the day-to-day life and activities of ordinary men and women in their daily work, and it has used the common words already in free circulation by those ordinary men and women. This has its advantages and its disadvantages; and the disadvantages are patently apparent when two or three from different types or organisations meet to discuss personnel matters. On the other hand, it is not suggested that there should be invented some eclectic form of jargon to be understood only by the initiated—and to disguise their technique deficiencies! Between the extremes of too loose, widely-differing use of everyday words to describe specialist functions and the devising of an elaborate technological jargon, there is room for the adoption of a standard terminology and nomenclature in personnel management.

Man and His Clothes —In Industry

Some trades demand protective clothing, others do not. Yet accidents damaging or destroying out-of-door garments are by no means unknown in all places where people work—and theft is all too common. Who is responsible in such a case—employer or employee? It may well depend upon trade custom, implied bargain or what you will. This article explains some of the problems which may arise.

By A. H. BOULTON
LL.B., A.C.I.S.

With not-so-serious illustrations by Tom Atkins

AS will be known to most readers, the Welfare Regulations made under Section 46 of the Factories Act prescribe that in certain trades special clothing must be provided by the employer. For example, suitable overalls, waterproof aprons, boots or clogs are prescribed for workers in the occupation of gut scraping, and acid resistant gloves for those concerned with the manufacture of enamel and galvanised hollow-ware. These special regulations are known in detail to the trades they concern, and need not detain us here. But where there are no such rules, custom decides, or the parties make their own bargain.

In the absence of any custom laying on the master the duty to provide clothing, it may be regarded as an implied term of any contract of service that the servant will provide himself with clothes reasonably suitable for the work, and will bear the natural wear and tear arising from the duties attendant to the employment. But suppose that Johnny, employed by a solicitor as junior clerk, is one day told to clean out the strong room, where bundles of deeds lie under the dust of ages. Suppose that this order is most unfeelingly given upon the very day when Johnny is dressed all in his best for a youthful and romantic date at the local Odeon. He is likely to feel that to ask his employer for legal advice on the subject would be a trifle indelicate, but if such advice were asked and given it would be that, without having committed a breach of his contract of service, he could refuse to perform the unwelcome job which is no part of the duty of a junior clerk. If, however, he does the job without remonstrance, it would be difficult for him to maintain a claim on his employer for any damage done to his best suit.

It is also an implied term—if indeed it is not made an express term —that the employee will observe the reasonable rules made by the employer for the conduct of the business, and this provides the opportunity for the latter to require that the conventions are observed. What is reasonable is a question of fact. When the writer began business life it was *de rigeur* that the bank clerk should wear a hard collar —white at that—with "customary suit of solemn black." Times change, but conventions remain.

". . . the Bank Clerk should wear a hard collar"

If in an August heat wave the typist arrives to work in a dainty two piece swim suit she will have no one to blame but herself if she is sent home to dress, and it will be no defence for her to assert, with complete truth, that for the preceding fortnight she wore this ceremonial undress on the beach at Bournemouth, not only without occasioning any criticism but to the manifest delight of the beholders. This illustration is deliberately ridiculous, but the principle is clear.

The employer can regard it as a breach of the contract of service if the employee wears outrageous clothes. Further he may make what rules he likes and support them with the sanction of the termination of the contract of employment by dismissal, provided he gives proper notice of the rules and the contractual notice to terminate employment. In practice, of course, labour conditions today and the strength of organised labour are sufficient to prevent the employer from being arbitrary in such matters.

Question of Damage

It is in connection with loss and damage that the more difficult problems arise. To examine the various possibilities it is necessary to review the legal position somewhat critically.

Apart from the contractual relationship arising from the employment which may rest either in a written or verbal contract or be inferred from custom, each of the parties owes to the other a duty to take care in any circumstances in which failure to take care will cause injury or damage, and a failure to observe such a duty may give rise to a right of action for negligence. If, therefore, clothes are damaged or lost, and the employee claims restitution, the questions to be answered are firstly, whether, in the circumstances surrounding the damage or loss the employer owed to the employee a duty to take care and whether the mishap was due to his failure to observe it. But here a complication arises.

Everyone concerned with personnel welfare has heard of the famous, or infamous, doctrine of "common employment," by which a claim by an employee could be defeated by the plea that the injury complained of was caused not by the negligence of the employer but that of a fellow employee. From the classical case of *Priestley v Fowler* in 1837 until the Law Reform (Personal Injuries) Act of 1948 this doctrine formed part of the common law, though limited in its application by the Employers' Liability Act of 1880 and

circumscribed in successive cases since then. It is the popular impression that it has been abolished by the 1948 Act, but this is not quite correct.

Both the removal of its application to "workmen" in 1880 and its abrogation in 1948 relate to "personal injuries," and the presumption is that the doctrine is still valid in relation to damage to property.

If, therefore, Brown, a fellow workman of Smith, negligently spills oil in the corridor, and Smith in consequence falls, breaking his ankle and ruining his best suit, he will have a valid claim against the employer for the personal injury, i.e. the broken ankle, but there may not be any legal obligation on the employer to replace or even clean the suit. It

". . . negligently spills oil . . ."

has, however, been held that "common employment" is no defence when the breach is of a duty imposed on the employer by statute. Thus if Smith tears his clothes as a result of machinery being unfenced, the employer will be liable though the fault be that of a fellow employee. Similarly, the employer will be liable if the damage to clothing is due to his failure to provide a safe rule of working or safe means of access.

Common Employment

The doctrine of common employment in its application to personal injuries only negatived liability on the part of the employer when the negligent fellow-employee was one upon whose carefulness the injured person relied in the ordinary course of his duty. Applying this principle to the case of damaged clothing, we may infer that if Miss Smith, a wages clerk while walking through the machine shop, ladders her sheerest nylons upon an obstruction negligently left in the gangway by a workman there, her claim against the employer will be as sound as it will undoubtedly be vocal. On the other hand it would fail if the accident took place in the office, and the obstruction was a typewriter negligently placed on the floor by a fellow clerk with whom she is accustomed to work.

Cloakroom Thefts

Cloak room thefts are a fruitful source of argument. What duty does the employer owe? In a "factory" it is to provide "suitable" accommodation for outdoor clothing. It would appear, therefore, that if thefts occur as a result of the unsuitability of the cloak room accommodation (if, for example, it is unattended and is accessible by outside persons) a liability will rest upon the employer. If, however, the thefts are an "inside job," and it is shown that a fellow employee is responsible there is no liability, for it is not easy to stretch the idea of "suitability" to protecting the employees from one another's dishonesty.

No such statutory duty exists in the case of employment anywhere but in a "factory," and it would be difficult for the employee to prove any liability upon the employers' part. Where a set of staff rules have been prepared they will probably make such provisions as:

"cloak rooms are provided for the accommodation of the clothing of the staff but no responsibility is accepted by the Company for the safety of articles placed therein."

This tacitly accepted as a term of the contract of employment, renders a claim by the employee ineffective, however one's natural sense of justice may be outraged when a director, whose coat and hat are safely and discreetly concealed in an oak wardrobe in his private room repudiates liability for a theft from the common cloakroom in the basement!

And, as has been said, there is no statutory duty in respect of cloakroom accommodation anywhere but in a factory, and in the absence of the statutory rule it is difficult to assert negligence on the part of the employer who could only be made liable for loss if it could be established that there were a "bailment" of the employee's clothes. For this it would be necessary that they should pass out of the possession of the employee into the *possession*, i.e. the physical control of the employer, as would happen in a cloak-room with an attendant issuing tickets or numbered discs.

Altogether, it may be felt that the duties owed by the employer to the employee in the matter of clothing risks is slight, and that the employee is at a disadvantage. This is so, if the matter be viewed in a strictly legal context. The good employer, however, will not allow his generosity to be circumscribed by the limit of his legal liabilities, and the welfare officer may sometimes melt the stony hearts of the management to the extent of acquiescing in a goodwill payment for damage or loss sustained. It is well, however, for him to realise how slight are the employee's rights, for in argument to be forewarned is to be forearmed.

The typist in a dainty swim-suit or "Bikini" has only herself to blame if she is sent home to dress!

THE ELLISON LUNCHEON CLUB

THE latest development in industrial relations sponsored by the Personnel Department of the Ellison Organisation is a Luncheon Club at which directors, executives, staff and craftsmen meet together to hear the views of prominent speakers on subjects of common interest.

The first meeting of the Club was

Professor Low addresses guests

held at the Queens Hotel Birmingham, when the speaker was Professor A. M. Low, research physicist and technician of world-wide repute, and Mr. T. G. Ellison, son of the founder of the Organisation, was in the chair. It is proposed to have a luncheon every two months. The organisers feel that an atmosphere of intimacy is essential to the success of the undertaking and to ensure this are limiting the numbers attending to about fifty or sixty. Employees of all grades will be given an opportunity to attend.

10 p.c. for Pension

SCOTTISH OILS LTD. have introduced a scheme for employees designed to encourage workers to remain in the industry. The scheme, non-contributory, ensures a sum equal to 10 per cent of earnings each year to each employee, to be credited and paid, if so desired, in a lump sum on retirement from the company's service. If the company terminates service, through no fault of the employee, he will also receive payment at the rate of £30 per annum in the case of a £6 per week worker.

Each employee must have two years' continuous work before entering the scheme. In the first year he receives a 5 per cent payment, rising each year by ½ per cent to the maximum of 10 per cent in the eleventh year of employment. The rate remains fixed thereafter as long as employment lasts.

Britain's Oldest Profit-Sharing Scheme

THE oldest profit-sharing scheme that is still in force in British industry is that of Frederick Braby and Co. Ltd. Mr. F. C. Braby, chairman and managing director of the firm, made this claim at a meeting of the Industrial Co-partnership Association in London recently.

Profit-sharing commenced in 1863, in the form of a savings bank through which leading workmen received regular sums from Mr. Frederick Braby, the founder of the company. Braby's had great hopes a hundred years ago, of winning the contract for the building of the Great Exhibition of 1851, and although it was Mr. Paxton's plan that was chosen, the firm did some of the work. The roofing of buildings in zinc and copper still forms an important part of their activites, and they have done some of the work on the Dome of Discovery, the "Skylon" and the Poplar exhibit for the Festival of Britain.

A benevolent fund was also started in 1863.

In 1865, when the company became a public limited one, the prospectus stated: "The whole of the present working staff will, it is believed, continue in the service of the company, the primary object in its formation being to secure the co-operation of those connected with it such as Officers and Workmen. It is intended to give to them opportunities for participating to a certain extent in the profits, and thus it may be said to combine the Joint Stock and Co-operative principles and secure the practical interest of all in its success."

The workers have shared in the profits ever since, and the company has grown until now it employs 3,000 people in seven different factories. There have been years when no bonus could be paid, and others when none has been earned, but something paid none the less out of a reserve set aside in years of greater prosperity.

All Have Shared In Prosperity

The capital has grown and the range of interests immensely widened, but the intentions of the founders are still observed. Last year workers of ten years' service had a bonus of three weeks' wages as their share in the profits.

Many are shareholders, to the total of £54,000. Their shares are of a special class, transferable only to other employees at par, but they earned last year 12½ per cent.

In addition, workers have £47,000 in the firm's savings bank, secured by debentures issued to trustees and bearing a fixed rate of interest.

A pensions scheme was started in 1923, of which the whole cost was borne by the company until two years ago, when it became contributory and the benefits were increased. All employees are included.

On the social side, Braby's started a workman's library in Deptford in 1870, to which Queen Victoria gave copies of her published journals. From the beginning the library was run by the workmen, who later used it as a club-room as well. Now there are two libraries for the London works, and a sports ground maintained by the firm.

Joint Consultation started in the First World War, with a representative body which was given the title of "Council for the Honour of Industry." Once again, Braby's led, for this was one of the first such works committees to be established.

Journalist Gives Workers Joint Council Reports

ONE of the most vital factors in getting joint consultation to work is that of getting information back to the shop floor. It is quite a formidable task for two or three dozen men who meet round a table for an hour or so once a month to get the message back and secure the co-operation of their fellow workers.

The Works Council of Accles and Pollock Ltd., Oldbury, found that although management and men spoke freely across the table, the information gained was not reaching the rank and file. They decided, therefore, to employ an independent journalist to do the job for them. He sat in on Works Council meetings and reported the discussions and debates as he would have done for a local town council. His report went into the Works Council Newsletter, a four-page insert included in every copy of the works magazine. Reports were lively and uncensored, written with an eye for news interest rather than as a record of the Council's work. Much of the information given was confidential, and the employees were on their

honour not to divulge the contents of the Newsletter outside the factory.

Interest Aroused

There is no doubt that this method has stimulated a wider interest in joint consultation. Though by no means a complete record of the Council's activities—the aim is to arouse interest, not to supersede the official minutes from which detailed information can be obtained—the lively style of reporting has led to greater attention being devoted to the Council's work. It is a fact that a dull report will find few readers. But provided the reporter can judge what matters people are concerned about, joint consultation can provide copy as lively as any report of a House of Commons debate.

(Condensed from *Target*, January, 1951.)

S.B.A.C. Exchange Training Schemes

A NUMBER of firms in the aircraft industry are arranging an exchange scheme to enable trainees to work in various specialist firms in the industry. Apprentices studying jet engine design, for example, may serve for short periods with aircraft or propeller companies. This comprehensive programme is part of the standard apprentice training policy of the industry; individual firms also have their own training schemes. These are generally controlled by an Apprentice Supervisor who watches each boy's progress throughout his extensive course. Many of the firms have large schools where expert staffs teach the latest technical processes, design, laboratory and experimental methods.

An illustrated brochure, *Your Future in Aircraft Engineering*, issued by the Society of British Aircraft Constructors describes this apprenticeship training policy in the industry. It shows how boys of different ages and educational accomplishment can find a place in the design and construction of aircraft and engines and also the opportunities which exist for specialisation and working abroad. It sets out schemes for certificate and degree courses and for university scholarships. It gives details of the S.B.A.C. Educational Grants which are made to boys who would not otherwise be able to take up a full technical training course.

The brochure is being distributed free to thousands of schools all over the country.

Two Generations of "Know-How"
(See S.B.A.C. story)

REPORTED IN HOUSE ORGANS

Advance (Bulmer and Lamb Ltd.) reports the re-opening of the Demonstration Room and cinema at Prospect Mills. A range of fifteen large showcases display the processes by which raw wool is converted into the finished material including one which illustrates the story of the textile industry, with models and diagrams which can be lit up from inside. Slides and filmstrips are used to illustrate lectures. Excursions are being arranged to take employees and their families to visit London for the Festival of Britain, and arrangements are under way for holidays abroad this year.

Mars Magazine (Mars Ltd., Slough) reports that two films have been made for showing to their customers in the retail trade. The "stars" were the company's employees engaged in their everyday jobs in the factory. The films are being shown all over the country; it is estimated that 40,000 retailers and their assistants will have seen them by the end of the tour. More "stars"—three girls who in seven weeks each made up between 70,000 and 60,000 boxes of Mars "Christmas Pack"; a record-breaking performance, especially as one girl had never done this job before.

National Post (National Cash Register Co. Ltd.) carries a report of the work of the Dundee Personnel Office by a university student who spent her vacation in their temporary employ. She helps to dispel the illusion that a Personnel Officer is a man who sits in a chair and occasionally bestirs himself to go and ask others if they are happy in their work! Instead she found the Personnel Department seems to act as "a large magnet attracting everyone in sight," and from the variety of queries it deals with it also needs to be some sort of "encyclopædia."

Thorncliffe News (Newton Chambers and Co. Ltd., Thorncliffe, Sheffield) records a fine response to the appeal to staffs to volunteer for chest X-ray by the Mass Radiography Unit; some 2,375 films were taken, representing about 80 per cent of available personnel. Over 300 men have also volunteered for examination in a bronchitis survey being undertaken by Professor Stuart Harris of Sheffield University and Dr. Brockington, County Medical Officer for the West Riding. The firm is running its own Festival Week as part of the 1951 Festival of Britain programme and it plans to have exhibitions, musical events, sports, dancing, firework displays, special shows for the old folk and the children and "open days" at the factory. Visits will also be arranged for employees to the Festival in London.

White and Red (Provincial Insurance Co.) reports the third conference for inspectors and branch officials held at Yealand Manor in North Lancashire. Two subjects of practical interest were chosen for discussion. For the first subject the conference was divided into three groups of six, each with a chairman and secretary. For the second subject groups were broken up and reformed so that the constitution of each group varied. In each case a new chairman and secretary were also appointed. A reports of its findings was prepared by each group. Reports were sent to Head Office for immediate typing and a copy of the six reports were sent back to each member. In this way each group was able to discuss the work of the others and their findings were presented to a full meeting of the conference and questions and discussion followed each paper.

Almost 100 p.c. Workers' Vote

HILGER and Watts, London, S.E.5., makers of scientific instruments, secure nearly a 100 per cent vote in their J.P.C. poll. As the J.P.C. has developed, so has efficiency and co-operation at all levels.

The works is divided into six electoral areas, each with a representative on the committee. Twelve men are nominated for these six seats and voting is by secret ballot. The J.P.C. serves for two years. The present committee is composed of a director (the chairman) and six representatives of management and those elected from the works. In addition, two representatives are nominated by the Shop Stewards Committee, one representing the interests of that committee, and the other representing the under-eighteens. One of the works representatives is elected as vice-chairman, having a secondary office as joint

secretary with the personnel manager.

Minutes of the J.P.C. meetings are published, but in this case the company has found that the most effective way of disseminating information is through personal contact between the elected representatives and their constituents.

"Rambling" Group

As an offshoot of the J.P.C. the company has developed an "Industrial Rambling Group" which visits places of interest such as power stations and factories at week-ends. Also by mutual arrangements J.P.C. members exchange visits with members of consultative committees from other companies.

(Condensed from *Target*, January, 1951.)

Bakelite Ltd. Run Spare-Time Training

BAKELITE Ltd., Tyseley, Birmingham, have provided facilities for their young people to exercise their spare-time hobbies and at the same time to develop their skills in handling machines and materials.

The training block consists of a wooden building, 150 ft. by 20 ft., which is divided into an office, billiard room, machine shop and a communal room where table-tennis, darts, etc. are played; it is also used by the Bakelite Youth Club for socials and dances. The interior of the building is panelled throughout in pastel shades of laminated material.

The well-equipped machine shop may be used by all juveniles, provided work done is on sound engineering lines. Younger employees must work under the supervision of the training officer who is at hand to give instruction in the use of tools. The shop is well used both during lunch time and in the evenings. Scrap material may be obtained from the stores at nominal prices, but as supplies are limited it can only be obtained by employees for their personal use. Boys must show a receipt for materials before commencing work.

How They Work

The boys have produced a wide variety of articles including equipment for the photographic section of the firm's Social Club, electric fires, lamp stands, cupboards, car and motor-cycle parts, bathroom fittings, and all kinds of toys.

(Condensed from *Industrial Welfare*, January/February, 1951.)

[An example of personnel management as regards the canteen appears on page 418.]

Laundry Industry Now Has Own Welfare Plan

Laundry proprietors and managers are now digesting a report which, if extensively adopted by their industry, will set new standards of welfare for the employees in it and may go a long way to improving the rate of recruiting of workers, of whom laundries are still a little short.

By JOHN SANDERS

IT would be wrong to infer from the above statement that laundries in general are below normal modern standards in the attention they give to the well-being, health and happiness of their employees. It is true, however, that not a few launderers still take the view that welfare is "coddling" of the men and women—and it is mostly women—that they employ; some of these less welfare-minded executives control large establishments, but the majority employ less than a hundred people.

The report has been drawn up by the Joint Welfare Committee of the Laundry Industry, comprising representatives of the Institution of British Launderers, the Co-operative Laundry Trades Association and three trade unions and has been considering the subject of welfare for nearly four years. The report steps out with the correct foot when, in an early paragraph, it states:

> "Believing as we do that financial incentives are not the only factors in determining a worker's satisfaction on the job (which is an essential ingredient in maximum output), we are convinced that an improvement in labour relations, morale and the physical environment of the worker will make an incalculable contribution to the vital problem of production."

The report is careful to point to the distinction between welfare which is compulsory by statute and that which is carried out voluntarily. It is the latter category into which the recommendations of the report fall but a useful purpose has been served in drawing attention to the minimum requirements of the law. These are laid down for laundries not only in the Factories Acts of 1937 and 1948 but in the Laundry Welfare Order of 1920. The Committee rightly says that there is a risk of a misunderstanding of the regulations formulated and promulgated by Government Departments in regard to such matters as cleanliness, sanitation, ventilation and lighting. These are *minimum* conditions of welfare and are intended to provide a reasonable *minimum* standard for backward factories where working conditions would otherwise leave something to be desired.

The progressive laundry is usually far in advance of compulsory welfare conditions. It is the view of the Committee that it is not enough to comply with the statutory requirements for welfare. But—"there are some laundries" (states the report) "which barely fulfill these requirements."

A Basis for Welfare

It is interesting to find that the Committee sets out the view that —**"welfare depends largely on the attitude of management. It depends, in short, upon satisfactory relations between management and worker. Without this it is possible to have the 'form' of welfare without its 'spirit'** "—a point which is sometimes overlooked when an attempt is being made to detect faults in a personnel management system which may otherwise appear perfect in theory.

Another important comment is that "a successful welfare scheme requires the co-operation of the workers." Again this would appear to be only too obvious were it not that too many such schemes have been imposed on employees from above. Welfare, says the report, must only be introduced with the workers' consent, approval and co-operation. This leads to the question of providing machinery for consultation with the workers, which the Joint Committee thinks is very

desirable, without going into details on this rather more controversial matter.

Cleanliness Essential

It is not surprising, when one comes to the more detailed recommendations of the report, to find the need for a high degree of cleanliness emphasised. In the laundry industry spotless work and care of the customer's linen are its *raisons d' être*, in fact it goes so far as to suggest that cleanliness is the basis of the whole structure of welfare and that no real progress can be achieved *without* it. Cleanliness of the factory (it is remarkable, by the way, how much the term "factory" is used in the report), it is asserted, is essential to the individual cleanliness of the worker, "without which self-respect and pride in work are difficult to instil."

The Joint Committee follow modern thought in such matters by advocating the use of positive colour schemes. By "positive" colours, one gathers, they mean definite colours tending to promote cheerfulness and stimulate action, rather than vague shades and hues. Although sharp colour contrasts are frowned upon, the adoption of lighter and more cheerful wall colours is recommended, especially as laundry processes are comparatively clean.

Ventilation

The ventilation of laundries presents difficulties not usually encountered in industry and the Joint Committee has recognised this fact. A separate report is to be issued on this subject later. Bound up with ventilation is the problem of maintaining a temperature which is comfortable to the majority of employees but not incompatible with the efficient operation of necessary laundry processes. Launderers are reminded that some employees like to work in hotter and some in colder conditions than their colleagues.

> "The fact that complaints are made at both extremes or that no complaints are received should not be allowed to foster complacency with existing arrangements. For instance, it may well be that conditions vary in different parts of the same room, or the workers as a whole may have adapted themselves to excessive heat. Whilst this can be done to the apparent satisfaction of the workers, it will probably be found that an indirect result has been the slowing-down of production and possibly an increase in minor accidents. Wherever the corrected effective temperature is materially above the recommended figures, it is hoped that serious consideration will be given to the problem of reducing the temperature."

Several ways of tackling this problem are mentioned, but the report stresses that with temperature and ventilation problems prevention is better than cure. Escape of steam and heat in washrooms and ironing rooms should be prevented where possible, by lagging pipes and machines and by controlling washing processes. Where lagging of machines is not practicable, however, steps should always be taken to screen the worker from radiated heat.

Other Matters

In common with so many other reports on industrial working conditions, this one recommends the avoidance of glare in artificial lighting. It also condemns sharp light contrasts and for this reason advises that where local lighting is used it should only be for the purpose of augmenting general illumination. Another point which is given particular attention is the need to keep lamps and their fittings clean. Loss of light by as much as 50 per cent has been recorded and in too many cases modern light fittings are installed and thereafter scarcely ever cleaned!

A recommendation which is of especial importance in laundries is the one dealing with floors. Although no definite suggestion as to type of flooring is made, the report requests that special attention should be given to the most suitable material for the floors of washrooms, where of course, a certain amount of water is usually present (although not so much as persons unfamiliar with modern laundries would have us believe). Durability plus prevention of slipperiness appear to be the most desirable qualities of flooring of this department.

That canteens and mess-rooms should be attractive and comfortable is surely a *sine qua non*. Chairs are preferred to benches and small tables to large, which again is in accordance with the best practice in other industries.

Seating of the workers while they are at work is dealt with at some length. Perhaps it did not need the deliberations of a committee to arrive at the conclusion that "fatigue is the result of long periods of standing," particularly as about 90 per cent of laundry employees are women, but the suggestion that work should be arranged, as far as possible, so that it can be done either sitting or standing is noteworthy. In putting any such recommendation into effect laundry managements are often up against the prejudice of the worker who feels better able to get on top of her job, in more than one sense, if she stands, but this obstacle can be overcome by patience and demonstration. At all events, the report gives a clear lead to designers of laundry machines to evolve more types which can be effectively operated by sitting operators.

A commendable proposal is that more and better statistics of accidents should be kept, with the fullest details to help managements to get at the root causes of mishaps.

Factory Practice

The remainder of the recommendations, are largely on the lines so familiar in modern factories and depôts. A whole hour midday rest break is advocated, although it is realised that the married women will not take so kindly to anything which makes them later at the end of the day. Greater use of the industrial medical officer (part-time for the small laundries); arrangements for queue-eliminating in treating workers for minor ailments and injuries; chiropodial services at the place of work; education of employees in health matters; and better organisation and more careful attention to selection and training of employees are among the other proposals of a report which, while it has been a long time on the way, is a most valuable guide to good management-worker relations in laundries.

New Baths and Locker Rooms

FOUNDRY owners in Scotland continue to provide improved amenities for their workers, the latest to do so being Shaw (Glasgow) Ltd., of Maryhill Iron Works, Maryhill, Glasgow. The firm opened new spray baths, locker and drying rooms and other facilities in early February. Trade Union officials present described the new facilities as among the best in the West of Scotland.

"Latent Talents and Innate Capabilities"

AS Lord Citrine says in his foreward to the Electricity Supply Industry's exhibition catalogue, latent talents and innate capabilities expressed in hobbies and off-duty work can be of the greatest value to modern industry and modern citizenship. The Exhibition of Arts and Crafts of which we show a selection of illustrations, comprised nearly 2,000 items, themselves the pick of 11,000 exhibits from national "eliminating" contests.

Visitors admire some of the three hundred photographic exhibits

A general view of painting, sculpture and models section. Here there were several hundred exhibits of all kinds, including a great many examples of engineering craftsmanship

The furniture section also included exhibits of turnery, furnishing textiles, carpets and rugs, most of them of outstanding quality

Sir Henry Self (deputising for the Minister of Fuel and Power) opens the exhibition, supported by Sir John Hacking. A B.E.A. quartet provided incidental music!

Check On Your "First-Aid" Fire Plan

By ROLAND E. LAMBERT, A.F.I.C.D.

Whether in peace or in war it is important that someone in each department of every factory knows how to deal with fire. Are you sure that in your works there are trained personnel who know:

★ HOW TO CALL THE FIRE BRIGADE?
★ WHERE FIRE EXTINGUISHERS ARE LOCATED?
★ HOW TO USE THEM?
★ WHAT TYPE YOU OUGHT TO USE?

If not, you may find a "little fire" turned to a disaster.

FIRE is defined as a "chemiluminescent phenomenon associated with vigorous heat evolving combustion of gaseous matter." Substances when heated to a certain temperature, combine with the oxygen in the atmosphere, creating fire, from which sufficient heat is usually given off to raise the temperature of surrounding substances to the combustion temperature. The necessary ingredients for combustion are heat, fuel (combustible material) and oxygen. When tackling a fire it is the first few minutes that count, quick action and the correct action when the fire is discovered may prevent conflagration. It is important that all factory employees should be trained in the use of first-aid appliances and in elementary fire drill so as to minimise the possibility of panic.

The term "First-Aid" in connection with fire fighting operations is used to refer to appliances that are brought into operation at the earliest possible stage of an outbreak of fire. The use of equipment in the early stages of a fire can do much to confine the fire and prevent it spreading. Many a large fire could have been prevented if a first-aid appliance had been brought into action during the first few minutes of the outbreak.

Three Main Ways To Beat a Fire

The three methods of extinguishing a fire are by cooling, that is reducing the temperature of the substance to below the combustion temperature; by excluding the oxygen from the air in contact with the burning substance, and by removing the fuel or combustible material.

The most common extinguishing agent is water; the reasons being its plentiful supply, low cost and ease of handling. Water is an excellent extinguishing agent because it has the effect of lowering the temperature of the substance on which it is directed below its combustion temperature; it acts as a blanket and excludes oxygen. The amount of heat absorbed by water in changing from a liquid to a vapour is ten times that of any other extinguishing agent.

Chemical Extinguishers

Water/Gas Extinguishers—kill fire by cooling and quenching. They consist of a compartment where the water is stored and additionally of some means of expelling the water—a cartridge of carbon dioxide gas under pressure. Gas is released from the cartridge when the extinguisher is operated by puncturing the cartridge seal.

Soda/Acid Extinguishers—consist of cylindrical or conical containers each containing about 2 gallons of water in which about 1 lb. of bicarbonate of soda has been dissolved, and a small sealed bottle of sulphuric acid. Whilst there are many different types of soda/acid extinguishers the difference is only in the method of operation; the principle is the same in both types. By some means or other the acid in the bottle is made to come into contact with the water and the bicarbonate of soda, thus generating carbon dioxide gas, the pressure of which forces the alkaline solution out through the nozzle.

These extinguishers are suitable for dealing with the majority of fires but should not be used on any electrical fire, as the jet is a conductor of electricity and live current may pass to the person operating the extinguisher. It is also unsuitable for use on oil or spirit fires because the jet will only scatter the oil or spirit and spread the fire.

The Foam Extinguisher—consists of an inner and outer container, the outer container being filled with a solution of bicarbonate of soda and the inner container with aluminium sulphate, together with a mixture of glue, glucose, saponine, liquorice and other foam-making compounds. The foam is produced by the reaction of the two separated chemical solutions coming into contact with the other when the extinguisher is operated, usually by inverting the container.

Foam extinguishers are most suitable for use on fires involving fats, oil and petrol and have a "blanketing" effect which excludes oxygen from the fire.

Carbon Tetrachloride—The usual type of C.T.C. extinguisher is the one-quart size which consists of an outer container containing the carbon tetrachloride and a double action pump. These extinguishers are used for extinguishing petrol fires (and particularly fires in motor vehicles) and can be safely used on high voltage electrical equipment, C.T.C. being a poor conductor of electricity. C.T.C. extinguishers are simple in operation, light in weight and very effective. The C.T.C. extinguisher should not on any account be used on incendiary bombs, nor in an enclosed space as there is danger of the operator being overcome by the poisonous gases given off.

Methyl Bromide—This extinguisher consists of a bottle-shaped container filled with Methyl Bromide under pressure. It is operated by a plunger which breaks a disc and permits the liquid to flow out. Methyl Bromide extinguishers are suitable for use on electrical fires being non-conductors of electricity, and are used a great deal in aircraft. The gas produced by this extinguisher is toxic and the utmost care should be taken to avoid inhaling the liquid. Its vapour is more dangerous than that of C.T.C.

Carbon Dioxide—The CO_2 extinguisher consists of a steel cylinder with a sealed disc and a control valve, together with a length of tubing and a fibre discharge funnel. It contains carbon dioxide in liquid form which, when the extinguisher is operated, expands and becomes a gas in the form of a cold, snow-like cloud. This extinguisher is suitable for use on electrical, chemical, varnish, spirits and celluloid fires, but it is not to be used on magnesium-type incendiary bombs.

The Dry Powder Extinguisher—consists of a tin containing the powder, more often than not sodium bicarbonate, carbonate of lime and other substances added for colouring and to prevent the mixture caking in the tin. When brought into action the contents are thrown at the base of the fire or flames and the powder evolves carbon dioxide gas, which, however, is not enough to extinguish the fire, the main effect being that of smothering it and keeping it in check.

This type is advocated in the U.S.A. In this country the Fire Officers'

(*Concluded on page* 428.)

LATEST WAGES NEWS

Claims and Awards

BUILDERS — About one million building workers are to receive a wages increase of 2½d. per hour from March 5, as a result of the agreement concluded by the National Joint Council for the Building Industry. The increase will apply to both craftsmen and labourers and is additional to the recent increase of ½d. per hour based on the cost-of-living scale.

CIVIL SERVANTS—The Society of Civil Servants has secured agreement with the Treasury for salary increases to higher grade women Civil Servants. New scales are: chief executive officer, £930 by £40 to £1,150 (formerly £830 to £1,025); assistant accountant general, £1,150 by £50 to £1,325 (formerly £1,025 to £1,200).

CIVIL SERVANTS—The Treasury has announced an increase in pay rates for all grades of temporary and permanent typing staff. A fully qualified shorthand-typist in London will now receive £5 14s. at 25 years of age, rising to £6 10s. after four years' service. An additional 17s. 6s. is payable to those who pass proficiency tests. Staff who are not fully qualified will receive increases according to age and skill.

CIVIL SERVANTS—Men executive officers are to receive salary increases as follows: £250 a year at the age of 18 (formerly £230), rising to £700 (formerly £650); higher executive officers, £715 (formerly £675) to £865 (formerly £800); senior executive officers from £900 (formerly £850) to £1,075 (formerly £1,000).

DOCKERS—Agreement was reached between representatives of the unions and the Dock Labour Board for an increase of 2s. a day for dockers. This brings the minimum for a days' work to 21s., and provides an increase of 11s. to £5 15s. 6d. in time rate for a full week's work of 11 shifts. The award affects about 90,000 workers and is estimated to cost between £1½ and £2 million a year. Acceptance of the claim has been disputed by workers in various areas who are campaigning for a minimum of 25s. a day.

DOCKYARD WORKERS—A wage increase for workers in H.M. Dockyards has been announced by the Transport and General Workers' Union after agreement reached by the shipbuilding trade joint council on the union's claim for substantial increases for all Admiralty industrial workers.

ELECTRICIANS — The committee set up to investigate the dispute over pay rates of electricians working on the Festival of Britain site awarded the men an increase of 2d. an hour.

ENGINEERS—Discussions are proceeding regarding difficulties which have arisen in several areas over the payment of pieceworkers who, generally speaking, did not benefit by the wage increases in the engineering industry granted last November and December. Many workers abandoned piecework and demanded pay at minimum time rates, while others introduced a ban on overtime.

FARM WORKERS—A resolution pressing for a £6 a week minimum, double time for Sunday work, and a fortnight's holiday with pay, was passed recently by a meeting of Gloucestershire agricultural workers.

MERCHANT SEAMEN — Negotiations have been completed through the National Maritime Board for new rates of pay for merchant seamen from March 1. The general increase for all ratings, including boys, is £2 a month. For navigating and engineering officers increases range from £1 to £12 a month. Radio officers will benefit by from £1 to £9 a month. Compensation for each Sunday spent at sea has been raised to one whole day's leave or payment in lieu.

POST OFFICE SUPERVISORS—The Civil Service Arbitration Tribunal has announced pay increases for supervisory grades of the Post Office of £30 a year for men and £25 for women. About 14,000 staff are affected.

RAILWAYMEN—The Court of Inquiry appointed by the Minister of Labour to deal with the dispute between the Railway Executive and the unions over their claims for wage increases, has recommended increases amounting in the majority of grades to 5 per cent, subject to acceptance by the unions of changes in working arrangements designed to economise in manpower and increase efficiency. This is approximately the same offer as was made by the employers last November (except for additional increases for the highest grades of salaried staffs, signalmen and engine crews) and has again been rejected by the unions because of the conditions attached to the operation of the award. The original claims were for increases of 7½ per cent by the Railway Clerks' Association, 10 per cent by the National Union of Railwaymen and 15 per cent by the Associated Society of Locomotive Engineers and Firemen. A separate claim for railway shopmen is still pending.

As we go to Press the railway unions have agreed to speed up talks on changes in working conditions, provided that their wage claims are met.

SCHOOL INSPECTORS—Salary increases to male school inspectors of £150 a year for Grade I inspectors, £200 for Grade II and £250 for Grade III, have been recommended by the committee on salary scales for inspectors, organisers and advisory officers of local authorities. They are subject to ratification by the local authorities' and officers' organisations. Other recommendations cover women inspectors and organisers, educational psychologists, organisers of school meals and youth organisers.

TAILORS—A pay increase of 2d. per hour has been agreed for some 250,000 men and women in the wholesale tailoring and mantle and costume trade between representatives of the Wholesale Clothing Manufacturers' Federation and the National Union of Tailors and Garment Workers.

Apprentices of Guy Motors Ltd., Wolverhampton, held their annual dinner when several ex-apprentices made it the occasion for a re-union. With them were a number of foreign students at present with the firm. Some of the apprentices with *(on left at head of table)* **Mr. J. F. Yates, Personnel Manager, who presided**

"Tips Are Not Wages"

Court Decision

THE King's Bench Division of the High Court of Justice has ruled that tips are not part of a waiter's wages. Information was laid that a London restaurant proprietor was not paying minimum rates under the Wages Regulation (Unlicensed Place of Refreshment) Order, 1949. In defence, the management stated that it had been verbally agreed between the waiters and the management that all sums received in tips should be paid over to the company, who would each week pay the waiters as remuneration 30s. (in one case £2) and a certain proportion of the total amount of tips. Waiters placed tips received in the box, the key of which was kept by the head waiter; it was opened in the presence of the other waiters, when it was handed over at the weekly share-out. Each waiter got about £4 10s., and in one case rather more.

Employers' View

The employers contended that the 1943 Act referred to remuneration not wages; that the Act did not segregate wages from tips, but required only that remuneration should not fall short of the statutory minimum. The Magistrates' Court ruled in favour of the employers, but the Ministry of Labour appealed. The Divisional Court ruled that a man's earnings and the amount paid to him by his employer were not necessarily the same thing: the customer has no intention of giving anything to the employer. When the tips were shared out the waiters were dividing their own money, not the employers'.

Accordingly, the Court held that tips could not be taken into account in computing the amounts due to the men in wages from the employers.

A YEAR'S INCREASE

WEEKLY wage rates in 1950 showed an increase of about 4 per cent on average compared with 1½ per cent in 1949 and 2 per cent in 1948. It is estimated by the Ministry of Labour that about 7,350,000 workers received an increase of £2,020,000 a week during the year. In 1949 the figures showed an increase of £1,076,000 for some 5,200,000 workers, and in 1948 £1,900,000 for 7,750,000 workers. Weekly hours of work were virtually unchanged.

Against these increases the average level of retail prices rose about 3 per cent, largely due to higher prices of food and clothing.

Ex-Regulars In Industry

One-in-Twenty?

THE Advisory Council on the relationship between employment in the services and civilian life, whose first report has just been submitted to the Minister of Labour, brings into prominence the development of a new attitude both of Government and of the community generally towards the Armed Forces. The Council covers a wide range of interests, and it is the first time that the services, employers, trade unions and educationists have sat down together to study the problems involved. The Ministry of Labour has a double interest in the problem: to see that the most effective use is made of the community's resources of man-power, skill and experience; to meet its responsibility to see that the ex-Regular finds a job which will be both satisfactory and useful.

The Council has recommended that industry should set aside one job in twenty for ex-Regulars as vacancies occur. More than two hundred service trades have now been recognised as giving a degree of skill which warrants their acceptance as fully-skilled workmen in industry. Recognition for semi-skilled work has been given by fifty-two other trades. Some industrial employees have agreed to accept a quota and discussions are proceeding with commercial concerns.

The resettlement of the Regular Officer is a separate problem, and the Council recommended that a determined effort be made to change "the climate of opinion in industry and commerce on the employment of Officers."

IT has been decided to remove by easy stages the existing employment restrictions on former prisoners of war. The men concerned are those who were permitted to remain in this country for employment, mainly in agriculture, after being released to civilian status. Under the new arrangements a man can apply for release from employment restrictions four years after the date when he was given civilian status. Former P.O.W.'s who are now eligible should make application to the Home Office (Aliens' Department), 271 High Holborn, London, W.C.1., enclosing Travel Documents and Police Certificates of Registration. Until the documents are returned to them showing cancellation they will need permission of the local officer of the Ministry of Labour to change their employment. Once employment restrictions have been cancelled they are free to change. In some industries, however, employment of foreign workers is either precluded or has been subject to certain conditions by industrial agreement.

Above, left, **Mr. Cuthbert Greig, M.B.E., F.C.I.S., whose views on Joint Consultation appeared in our last issue**

Above, right, **Mr. W. J. Izzard, delegate-representative of the Institute of Industrial Supervisors on the Productivity Team now in U.S.A. studying foremanship training. Mr. Izzard is chairman of the London Central Section of the I.I.S.**

Reservists' Re-call

EMPLOYERS are required to release Army Reservists, officers and men for fifteen days' training this summer, most of them Class "Z" reservists who were called up for service before the end of 1948. Officers and men of Class "G" Reserve of the R.A.F. will also be called for fifteen days' training. The Minister of Defence has given an undertaking that no Class Z or Class G volunteer reservists called for training this year will be called for similar training in future years. Some members of the Royal Auxiliary Air Force are to be called for a three months' refresher course, and more than one thousand aircrew reservists of the regular and volunteer reserves of the R.A.F. are to be recalled. Some men of the Royal Fleet Reserve will be called up for 18 months' service with the Royal Navy. However, reservists who have not received notice by the first week in March will not be called up this year.

Jobs Protected

Legislation is being introduced to protect the men concerned against loss of employment. Provision has also been made for exemption in cases of hardship.

A leaflet dealing with numerous questions relating to the call-up is available at local offices of the Ministry of Labour and National Service.

Journalists: Training Plans

THE Guild of British Newspaper Editors and the Newspaper Society have drafted a scheme for the training of all juniors in the journalistic profession. The draft proposals provide for:

(1) A national advisory council on education and training.
(2) A three-year period of compulsory basic training in the fundamentals of journalism.
(3) Creation of a national diploma course.
(4) A total training period of five years, exclusive of any period of military service.

In drafting the scheme consideration has been given to the provision of adequate facilities for training so that the requirements of the industry and the individual may be fully met; the need for flexibility in the scheme to permit its application to the smallest newspaper office; the desirability of securing recognised standards of vocational training; the need for facilities for further education.

All possible emphasis would be placed upon the professional character of the training, and it is proposed that junior journalists should be articled pupils bound for the period of training to the organisation in which they are employed. Each junior would have to serve six months' probation before being taken for full training, and a General Certificate of Education or equivalent standard would be required for entry into the profession. It is recommended that the diploma course should be open to all other journalists able to satisfy the advisory council of their practical experience; the diploma would be awarded on examination results.

R.S.A. Talks On Training

SIR Godfrey Ince, speaking at a recent meeting of the Royal Society of Arts, said that shortages of skilled workers and technicians was likely to increase and urged the proper training of the diminishing number of school-leavers. He recommended that youth should be properly educated, that every boy and girl should have available the best possible advice before choosing a career: that youngsters should be placed in the right jobs for them and for the country; finally, that they should be properly and adequately trained for the employment they selected to enter. The last measure was the most important.

Every employer should accept full responsibility for training every boy and girl entering his employ. Progress in this respect was slow, but encouraging. Some seventy sections of industry had produced systematic schemes of recruitment and training and had set up the machinery to implement them.

"Outward Bound" Festival Dinner

AT the suggestion of the Lord Mayor of London (Alderman Denys Lowson), who is deeply interested in the work of this organisation, the annual dinner of the "Outward-Bound" Guest will this year be held in the Mansion House. The purpose of the dinner is to achieve a considerable proportion of the £100,000 which the Trust needs to continue its work of developing the qualities of true leadership amongst boys and youths of all classes. As many of our readers know, a great many juniors from industry have been much benefited by the courses which the Trust has organised, either at Aberdovy (sea training) or Eskdale (camping and mountaineering).

H.R.H. The Duke of Gloucester will attend the dinner, thus maintaining the very close interest of the Royal Family in this most valuable cause.

NATIONAL CASH REGISTER CO. LTD., of New York, is arranging a scheme whereby a selected post-graduate student from Dundee will go to the U.S.A. to study business administration at either Harvard or Cornell. Funds are being put up by the American company which has recently developed a most successful and important plant in Dundee.

PERSONNEL NEWS BULLETIN

G.E.C. APPRENTICES

PRESIDING at the annual dinner of the G.E.C. Apprentices' Association at the Witton Works, Birmingham, last month, Sir Harry Railing, who presented the awards gained during 1950, said people were of two types. There were those who knew everything, and those who were apprentices all their lives. He belonged to the latter class.

Mr. J. J. Gracie, general manager, Witton Engineering Dept., recalled that ten years ago the firm had 420 apprentices, including 230 trade apprentices. Today there was the same number of trade apprentices but the total number of apprentices was 672, which with 120 probationers made a total of 792. Craftsmen were in greater demand than ever today, and to talk about craftsmanship dying out was nonsense. There was ample evidence of the highest degree of craftsmanship for which there was a real need.

Technologists Honoured

ON February 3 honorary associateships of the Birmingham College of Technology were conferred upon Sir Hugh Chance (*Chairman, Chance Bros. Ltd.*); Mr. J. Watson Jenkin (*Development and Research Dept., Tube Investments Ltd.*); Mr. Donald H. Kendon (*Deputy Chairman, Midlands Electricity Board*); Mr. James Edward MacLaren (*Managing Director, B.S.A. Tools Ltd.*); and Col. Lyndall Urwick (*Chairman, Urwick, Orr, and Partners Ltd.*).

In his address Mr. J. Wilson, Principal, emphasised the need for an Advanced College of Technology in Birmingham and other industrial centres.

IT is announced by J. and R. Fleming Ltd., the well-known wholesale and manufacturing opticians of 146 Clerkenwell Road, E.C.1, that Miss B. B. Park has been appointed Secretary of their Safety Goggle Division. Miss Park recently resigned from the Board of Safety Products Ltd.

As Honorary Secretary of the Central Metropolitan Group and of the London Co-ordinating Committee (Ro.S.P.A.), Miss Park has for many years been active in the industrial safety campaign. Her friends throughout the country will wish her success in her new appointment.

Come on, Punch! *I love Jellies* *"I taut I taw . . ."* *Please, Santa—* *Sleepy-head*

WHAT A DAY!

CAROL had a wonderful time at the Children's Christmas Party organised by I.C.I. Paints Division at Slough. This happy sequence of snaps, taken on the spot, shows just how the party went!

Holiday Home

Windmill House, popular Worcestershire Industrial Rest-Break and Convalescence Centre, has just been extensively renovated and modernised and the Warden can once again accept bookings from industrial firms. From September to June of each year the Centre is available for employees of any industry. Applications should be made to the Warden, Windmill House, Weatheroak, near Alvechurch, Birmingham

Work Anxieties Cause Ulcers

ACCORDING to a report issued by the Medical Research Council, more than 500,000 men in England and Wales suffer from symptoms of stomach ulcer each year, bringing the total number of people who have, or have had, the complaint up to 1½ million. A survey of certain London hospitals showed that stomach ulcer accounted for nearly one in ten adult admissions.

Just under six in every hundred men and two in every hundred women in the London area suffer from stomach ulcer.

An occupational survey showed a high incidence amongst doctors, foremen and business executives, lowest being amongst agricultural workers. Anxiety about work was complained of more frequently by men with ulcers than those without, although there appeared no association between the complaint and home worries. There was no evidence that irregularity of shifts or meals played any part, and any special susceptibility on the part of motor-drivers was not confirmed.

Gas Bonus Still!

CO-PARTNERSHIP bonus schemes in which employees of fifty-eight gas companies took part before nationalisation are to be continued. As a result of an arrangement between the Gas Council and the unions, it has been decided that those who at March 31st next possess a right to receive a co-partnership bonus will receive an annual payment equal to the bonus last paid, up to a maximum period of fifteen years. Accumulated funds for distribution now amount to between £3½ and £4 million. Distribution may be in the form of gas stock or National Savings.

THE PRESSED STEEL CO. LTD., of Linwood, Paisley, is working on an 11 acre sports field beside the plant to be used by the 1,100 employees now with the company. A hospital block is also being erected nearby the plant.

Welfare On Building Sites

IMPORTANT development in the building industry in recent years has been the increasing attention paid to health and welfare facilities in connection with places of work. The Building (Safety, Health and Welfare) Regulations, 1948, contain legal requirements on the subject, but the Ministry have now issued a booklet—"Welfare Arrangements on Building Sites"—for the guidance of employers and others concerned with the practical details. The booklet deals with arrangements for meals, sanitary conveniences, first-aid and ambulance rooms, accommodation for clothing and shelter, drinking water, washing facilities, dust, fume and eye risks.

IN BRIEF

"Have a Go" will not produce any more coal. This is the contention of the Boldon (Co. Durham) Colliery miners' lodge which has passed a resolution protesting at the proposed visit of Wilfred Pickles to the mining areas.

Polish Women are being taken by coach each day from the Cotswolds to Needle Industries Ltd., Studley, Nr. Redditch, to overcome the shortage of local labour for the manufacture of sewing-machine needles.

Maltese Women are being recruited by Forthergill and Harvey, cotton spinners and manufacturers of Littleborough, Nr. Rochdale, under a scheme which has the approval of the Ministry of Labour. The firm hope to get at least sixty women and are willing to take men also. Recruits will be paid during training, and will be housed in private billets.

Smaller Residential Hotels may have their wages burden eased by proposals now being drafted by the Licensed Hotel Wages Board for submission to the Minister of Labour. It is hoped that wage modifications will be made effective before the start of the holiday season.

Second Anglo-American Productivity Team to study methods of training for industry left last month for U.S.A. under the leadership of Mr. J. R. Armstrong, education officer, Joseph Lucas Ltd., Birmingham.

National Insurance Scheme, which started in 1948 with assets of about £900 million has increased its funds by £225 million in the first twenty-one months.

B.S.A. Tools Ltd., are transferring their plant from a Redditch factory to one at Sparkbrook, Birmingham. In order to cope with orders for £2½ million worth of high priority machinery it was necessary to remove the establishment either to Cardiff or Birmingham. Choice of the new site was left freely to the workers' representatives who selected Birmingham.

National Industrial Safety Conference will be held on May 25th—27th, 1951, at Scarborough.

Festival Year Conferences will be held at Keble College, Oxford, on the following dates: June 30th-July 4th; July 5th—9th; July 10th—14th. Subject: "People at Work." Conferences are being organised under the joint auspices of the Industrial Welfare Society, National Institute of Industrial Psychology, and the Royal Society for the Prevention of Accidents.

Shortages of Metallurgists over the next five years is forecast by the report of the Technical and Scientific Register of the Ministry of Labour.

"A Career with Vauxhall Motors" describes the training schemes and opportunities for employment with this well-known Luton firm. We will deal with this fully in next month's issue.

The Anchor Mills of Paisley have put into operation a most successful scheme, sponsored by a works committee, for the care of employees suffering from tubercular complaints. Selected and suitable employees are sent abroad for treatment, the committee making itself responsible for the care and keep of the worker during the period of treatment. Reporting on the scheme, unique in industry in Scotland the Welfare Officer of the firm says:

The Guébriant Sanatorium at Plateau d'Assey

Workers Paid For This T.B. Treatment Scheme

I HAVE had so many enquiries about this work that I have decided to write a description of a practical scheme which could be worked in any firm. Since the nationalisation of hospitals and many institutions there are fewer calls on workers' and company charitable funds, and sometimes those who operate the funds on behalf of the contributors wonder how best to spend the money. In our case we decided to take over responsibilty for those of our employees who were suffering from tubercular complaints, and we found that the ideal way to handle the scheme was through a specially constituted committee of employees.

This committee should represent every department if at all possible. Our own scheme started exactly a year ago and we have sent three patients for treatment, the entire cost having been borne by employees themselves. In a smaller firm help would probably be required from the directors of the company. Here is how it is done.

Preliminary Planning

The first thing to do is to contact the local Tuberculosis Officer for your town or county. His co-operation is essential in order to help with the choosing of suitable patients and the writing of medical reports. His help will usually be gladly given as a scheme such as this helps to relieve a national problem. Send him a list of all employees suffering from tuberculosis and ask him to recommend suitable cases. There are certain conditions which must be fulfilled before a Currency Certificate will be granted: the patient must have a reasonable chance of recovery, the disease must be pulmonary, and sanatorium treatment unavailable in this country. Make a selection from the T.B. Officer's list either by committee or by eliminating those who do not qualify by any rules of age, service, etc., which may have been set out by the committee.

Having chosen the patient, ask the T.B. Officer for a medical history and a recent X-ray film. These should be sent to:

The Secretary, Exchange Control Medical Advisory Committee, Tavistock House North, Tavistock Square, LONDON, W.C.1.

to whom application for a Currency Certificate is made.

When the Currency Certificate is received from London, write to the French Sanatorium, in the case of men to:

Monsieur Seurre, Sanatorium Faucigny (Haute-Savoie), Les Villages Sanatoriums de Haute Altitude, La Commune de Passy, FRANCE.

and in the case of women to:

Monsieur Jacques Touzé, Sanatorium Hermitage (Haute-Savoie), Les Villages Sanatoriums de Haute Altitude, La Commune de Passy, FRANCE.

asking for admission forms to the Sanatorium and the first available date for admitting the patient. Four weeks should be allowed for formalities.

The patient should be instructed to apply to the National Assistance Board for a clothing grant which will vary but should be within the regions of £10 to £20. Useful garments are warm pyjamas, dressing gown, heavy shoes, slacks, overcoats, snow boots.

Apply to local passport office for passport with two certified true copies of photograph of patient and enclose 15s. Postal Order. When you have been notified of the date of admission, arrange journey and insurance of patient and luggage.

Write to Ministry of National Insurance and ask for a nomination form so that the patient may nominate the Personnel Officer or an official of the firm's fund as recipient of his Sickness Benefit. Complete the form and enclose a medical certificate stating how long the treatment abroad is likely to last. The benefit can thus be paid in this country and an allowance of French francs be made to the patient abroad.

Present the Currency Certificate and Form T2 at the bank in order to draw foreign exchange and travellers' cheques. If it is not thought advisable to worry the patient with paying bills in travellers' cheques, a credit account may be opened at a French bank to which the Sanatorium bills may be presented for payment. If desired a weekly allotment of pocket money will be paid by the Sanatorium to the patient and the amount included on the bill.

The following are essential when entering the Sanatorium: small teapot; hot water bottle; French

thermometer; cup and saucer; fruit knife; table napkins.

The scheme, including pocket money, will cost about two guineas a day. The return railway fare costs about £30 including second-class sleepers and insurance. Application should be made to the Sanatorium concerned for up-to-date prices and recent brochures. All medical treatment including surgical operations and drugs are included in the price of both these Sanatoria.

A similar scheme may be organised to a Swiss sanatorium and there are many vacant beds in Montana Hall, Switzerland.

Montana Hall Sanatorium, Switzerland

B'ham Safety Exhibition

BIRMINGHAM and District Industrial Safety Group is organising an Exhibition to be held from May 30 to June 2, in the Bingley Hall.

The Group includes more than 150 member firms drawn from all branches of industry, both larger and small firms. Meetings are held monthly and members join in the discussions to improve safe working conditions in their factories, to exchange experiences and to spread industrial safety.

In addition to trade exhibits, there will be special displays by member firms illustrating how the adoption of safety devices has reduced the number of accidents in particular works. Every Safety Officer must have a little inventive genius in his make-up, and many of the items shown will be completely novel, but all will be available for any firm to adopt, adapt or improve.

The chairman of the exhibition committee is Mr. R. Bramley-Harker, H.M. Superintending Inspector of Factories, and the hon. secretary is Mr. A. G. Cogswell of the Dunlop Rubber Co., Fort Dunlop, Erdington.

Rest-Breaks Based On

We have all heard, and laughed at, repeated jokes about the civil servant and his pot of tea. Nowadays most office and factory workers also have their morning and afternoon cup of tea. Not, as some people think, merely as an excuse to idle away ten minutes or so in the morning and afternoon, but because it has come to be recognised that a short rest period of this nature offsets fatigue and improves output. In certain cases output has been boosted by as much as 20 per cent, and in no case has production diminished.

SEVERAL years ago the Western Electric Co. of America carried out a series of experiments with rest periods to find out the effect on the workers and output. They first of all introduced two rest periods of five minutes each: output went up. Rest pauses were increased to ten minutes each: output again went up, this time sharply. Six, five-minute rest pauses were tried, but the girls complained that the rhythm of their work was broken, and output fell off sharply. Various other tests, such as shortening the working week, and shortening the working day were tried. Closing time was moved from 5 p.m. to 4-30 p.m. for a while, and later to 4 p.m., yet in each case when the closing time was restored to 5 p.m., output, instead of falling, went up with a rush, due partly to the fact that workers are quick to recognise when too many stops break the rhythm of their work, and partly to reasons which I explain below.

A graph of output before the introduction of morning and afternoon breaks showed a falling off of output near the lunch-time break, and in the evening a very steep drop beginning, in some cases, almost two hours before stopping time. After the rest periods were introduced the graph showed little or no drop throughout the full working day. Not only did output show improvement, but the quality was much more uniform, rejects decreased, and the accident rate was considerably less.

Laboratory Tests

The explanation for all this is, in part, a psychological one, but is mainly psychological. It has been shown from tests carried out by means of an *ergograph* that maximum work is performed with a certain definite load. If this load is increased or decreased there is a falling-off in the amount of work performed in a given time, provided that time is not too short.

These tests are carried out by clamping the arm and hand in such a way that only the middle finger can be moved. On this finger is fitted a metal cap to which is attached a weight, the weight being lifted by every contraction of the finger through a distance proportional to the bending. The contractions of the finger are timed and regulated by a metronome. The total distance through which the weight is lifted in the course of a series of contractions can be obtained from the records made by an attached lever on a revolving drum. The tests also show that the best results are obtained when a certain definite length of pause in the work is interposed at regular intervals.

Both the most suitable load for any individual, and the most favourable arrangement of periods of work and rest for that load can be determined. For instance, if the finger makes thirty contractions in 60 seconds with a certain load, two hours rest is needed for complete recovery. But if the finger makes fifteen contractions in 30 seconds with the same load, only half-an-hour is necessary for recovery. It follows, therefore, that in a two-hour period of work, the second arrangement would give double the output.

Other tests have shown that the fatigue produced is for a particular circumstance. When the finger has been fatigued with a particular load to the point where contraction ceases, the removal of part of the load has the effect of allowing the finger to resume its contractions, almost, if not quite, to the original extent.

If a lever is attached to the third finger and to the fore-finger, and both these fingers are also attached to springs which will compel them, if moved, to overcome a load equal to the resistance to the middle finger,

Scientific Data

By H. HALL
A.M.I.Prod.E., A.R.Ae.S.

then before the contractions of this finger show any appreciable diminution, these otherfingers will begin to flex, and the extent of the contraction will progressively increase as the contractions of the middle finger decrease, and as more and more effort is required to continue the work.

On the other hand, if the third finger and the fore-finger are not allowed to move until the middle finger can no longer contract, the release of these fingers obtains contractions of the middle finger again, quite often its original amplitude.

Physiological Reasons

It would not be possible to give here a detailed explanation of the behaviour of the fingers as outlined in the above experiments, but briefly what happens is this. As the toxic substances accumulate in the muscles, and the resistance at a "synapse"* increases, an increase of stimulus is required to maintain the muscular contractions. But this increase of stimulus means the liberation of more energy in the nervous centres, which may have the effect of overcoming other synapse resistances which were previously sufficient to protect the corresponding muscular structures from stimulation. Hence, as in the case of the finger movements quoted above, the stimulus may extend to adjacent structures, and extend progressively, as the resistance of the original synapse increases, and as the energy liberated to overcome it increases in proportion.

This has the effect of increasing inability to control the exact direction the liberated energy has to take, and is one of the causes of accidents, particularly when mental fatigue is present.

In the case of mental fatigue, it shows itself in a wandering of the attention, and an inability to keep the mental activity in the desired channel. This, if it does not result in an accident, usually means a substantial increase in the amount of scrap, or a considerable slowing down in production.

Fatigue or Change

There is a popular belief that fatigue can be cured or reduced by a change of work. If there is real and pronounced general fatigue this idea is erroneous. Fatigue can only be cured by rest. Any work, of whatever description, will simply increase that fatigue.

If, however, the fatigue is mainly local, then the activity of a different mechanism will undoubtedly allow the first to recover, as was illustrated by the experiment with the fingers. It should be noted, however, that there is no local fatigue without a certain degree of central fatigue. There will therefore be a limit beyond which no change of work will lessen the fatigue.

Efficiency Factors

There are three factors determining the efficiency of the work—warming up, settlement (that is, the adaptation of the worker to the conditions of the work), and fatigue—and this efficiency varies directly as the first two, and inversely as the third. If the period of working is too short, efficiency will suffer from lack of the first two; if it is too long, because of the third factor.

The time required before work reaches maximum efficiency will vary with the kind of work, and with the individual worker; fatigue will be similarly conditioned. The use of rest-periods of the correct length at proper intervals will enable a high level of efficiency to be attained and their spacing and duration for different types of work can be determined by practical experiment. Similarly, the length of daily work which will give the maximum efficiency can also be found.

The more strenuous the work the longer should be the rest period, especially in the case of severe manual labour. A case is recorded in a steel works of specially-selected men loading pig iron into railway trucks who were kept working for periods of 7 minutes, and after each period were required to rest for 10 minutes. They were also instructed in the best manner of lifting the pigs of iron, and in the rate of walking. The result was an increase of 300 per cent in output. Instead of a man lifting 12½ tons per day as previously, he now lifted an average of 47½ tons per day without any increase in fatigue. As a result of this, costs decreased by 66 per cent, and wages increased by 60 per cent.

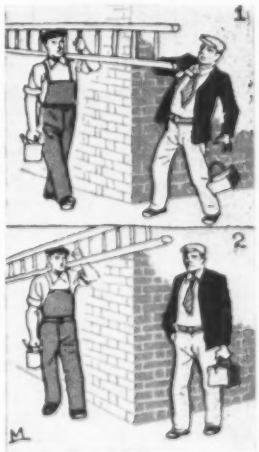
Avoiding Suspicion

Many more instances could be given to illustrate the advantages of properly balanced work with rest periods, but those given should make it sufficiently clear that the subject is worth looking into.

It seems strange that men have only recently turned the searchlight of physiological and psychological enquiry on industrial and commercial life. The first approach, from the standpoint of "scientific management," with its obvious aim of increasing output and profits, resulted in the natural suspicion of the workers that they were to be exploited.

A frank and clear explanation to the workers, with a practical demonstration of the benefits accruing to them, can not only dispel this antagonistic attitude, but can result in a friendly and co-operative spirit.

* *Synapse: nerve-junction; mode of connection of one nerve-cell to another by the interlacing of the terminal arborisation of their processes.*



One of a new series of twenty-one Pay Packet Safety Slips designed by *Mendoza* for the Royal Society for the Prevention of Accidents. They may be had in perforated sheets (mixed designs) or in single designs in bundles of 250. Firms desiring a supply, whether Ro.S.P.A. members or not, should apply for details to: 52 Grosvenor Gardens, London, S.W.1

'CANTEEN'

Feeding In Factories

BEFORE the war there were about 1,500 canteens operating in industry. In 1945 there were 26,000. It is estimated that today there are over 28,000 canteens serving 15 million hot midday dinners each week and over 50 million other types of meals. The big increase in industrial canteens which took place during the war was mainly due to food shortage. The dispersal of factories, a rationing system which gave substantial priority to manual workers through factory canteens, the conscription of women, and the lack of suitable food for sandwiches, all added to the demand for hot meals at the place of employment.

This rapid expansion at a time when labour, equipment and food were all in short supply has its repercussions today. Little was expected of a canteen under war-time conditions beyond its capacity to produce a meal within the limitations of rationing. The cost-factor did not concern the employer overmuch; the employee was comparatively uncritical of the food served. Today, however, many canteens find difficulty in competing against the rival attractions of the outside café and the better and more varied food now available to the worker at home. It is by no means uncommon for the factory canteen to be patronised by only a small proportion of the employees, and these are often vocal in their complaints.

Aids Production

It is generally recognised that proper nourishment is a vital factor in increasing productivity, and a good canteen pays dividends in reduced absenteeism and better industrial relations. Everything points to the need for a canteen service which will attract the employee on the score of both quality and price. It is on the latter count that the problem arises. What constitutes a reasonable subsidy for a satisfactory canteen? Comparisons are difficult because methods of costing vary so much. Some firms aim at covering cost of food only, while others hope to cover all operating costs. A survey published by the Industrial Welfare Society last year showed that less than one-quarter of the firms attempting to cover more than food and replacements succeeded in doing so. Not only do methods of costing vary widely, but so do the circumstances. A canteen catering for a compact group of workers on day-shift only can operate more economically than one catering for scattered groups of workers, involving transport of meals and snacks, and covering several shifts. Operating costs are also affected by the services provided, e.g. sales of cigarettes may have an appreciable effect upon profits. In some cases there are reduced prices for juveniles, in others free issues of tea in the morning or afternoon or both. In spite of the difficulties, costing can do something towards ensuring economy and checking losses and waste. It can also help menu planning from the angle of nutritive value and fair distribution of food amongst various classes of workers.

Rightly or wrongly, profit is felt to be the wrong motive in what must to some extent be regarded as a welfare service, and although the professional caterer may be better equipped by training and experience, it is likely that criticism will be more readily forthcoming from canteen users when a profit is being made by a commercial concern.

A new form of catering service which aims to provide the best of both worlds is a scheme which embraces outside catering on the basis of a professional fee. The outside caterer undertakes to study the firm's individual problems and carry out the function of what is called "employee feeding," presenting the bills to the management and retaining an annual fee entirely disassociated from any profit or loss that is made. Logical as this approach may be it does not entirely surmount one of the major problems. Costs are rising steeply, and increased charges for meals are inevitably unpopular. The question remains, at what stage does the canteen subsidy cease to be economic and become a hidden wage increase to be borne by industry? (Condensed from *The Director*, January, 1951.)

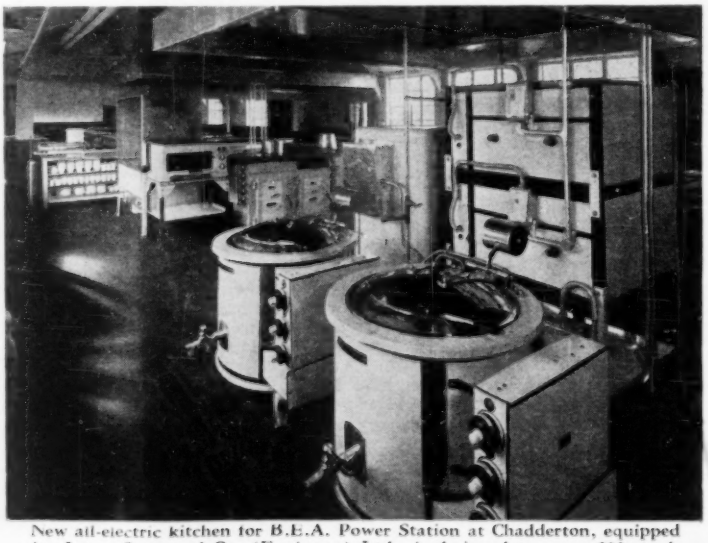
Training the Pastrycook

By L. BANHAM, A.R.San.I.

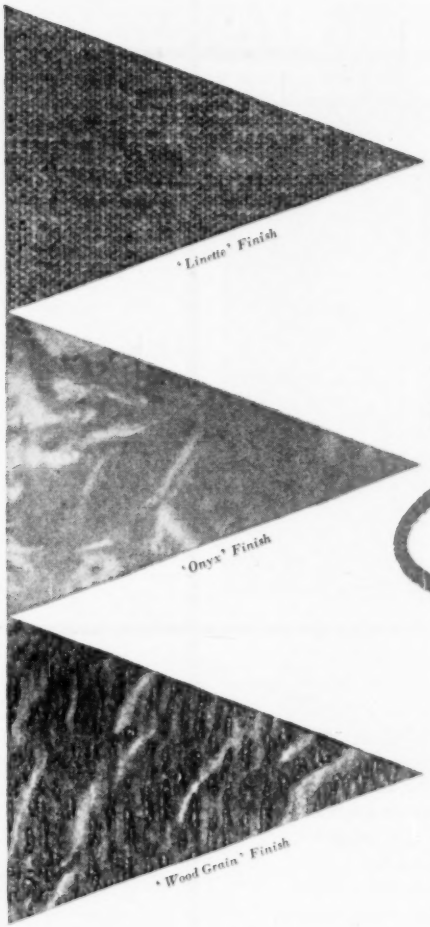
LARGE canteens, like large hotels and restaurants, can afford to employ a pastrycook to prepare the pastries, cakes, sweets and puddings. In small canteens the duties of pastrycook are often combined with those of the roast cook or the fish cook, or any other arrangement to suit the requirements of the particular canteen. Sometimes the duties are performed by a trained cook but one who lacks the degree of specialisation to become a pastrycook; often enough they are performed by a person who has "picked up" cooking.

Even a cook who has qualified by apprenticeship or by taking City and Guilds' Catering Trade Courses could with advantage attend a City and Guilds' Course in Breadmaking and Flour Confectionery, and also become a member of the local Bakery Students' Society. Each Society may call upon the services of a Panel of Demonstrators who will arrange to give

(*Concluded on page* 428.)



New all-electric kitchen for B.E.A. Power Station at Chadderton, equipped by James Stott and Co. (Engineers) Ltd., is designed to serve 200 meals at a time



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REGISTERED TRADE MARK

gives you the

ideal table surface

– economically

From every practical point of view FORMICA will prove a profitable business. Study these points:—

CLEANLINESS. The smooth, hard surface of FORMICA cleans easily. No hard rubbing or scrubbing is necessary. No abrasive powder required—just a wipe with a damp cloth. Perfect hygiene all the time!

APPEARANCE. Bright colours. Attractive finishes. The illustrations show 'Linette' 'Onyx' and 'Wood Grain' finishes. The colours are permanent—don't wear off—don't fade.

DURABILITY. FORMICA has the hardest surface known to science in the whole field of laminated plastics. It withstands all normal conditions of hard wear.

ACID AND HEAT RESISTANCE. Spilt vinegar, fruit acids, hot beverages, etc., do not affect FORMICA.

CIGARETTE-PROOF. The grade normally employed for counters and table tops shows no mark even if a careless smoker leaves a burning cigarette on it.

EASILY APPLIED TO EXISTING SURFACES. Table tops, serving counters, etc., can be resurfaced with FORMICA with the minimum interruptions to business.

May we send you interesting literature giving you more information?

THOMAS DE LA RUE & CO. LTD. (Plastics Division), Imperial House, Regent Street, London, W.1

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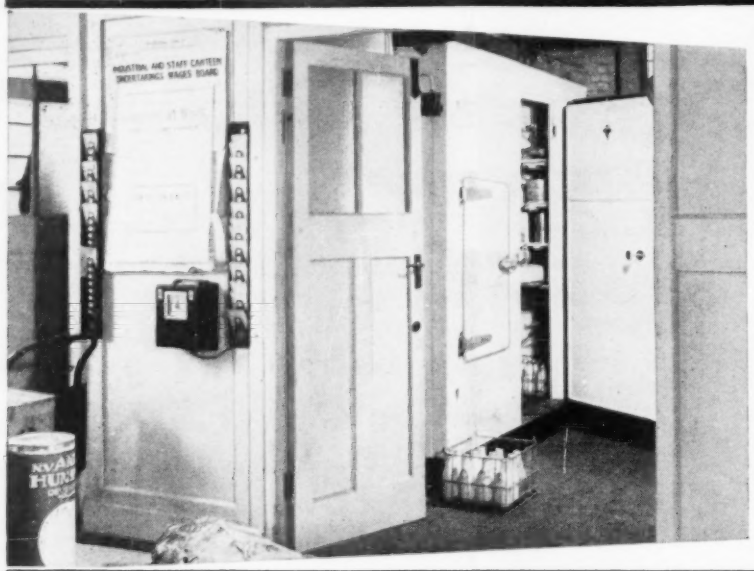

better than yours?

Coldrator (London District) installed this 'Smithfrige' 250 cu. ft. Coldroom in the canteen of Messrs. Ediswan, Ponders End. And because it *is* a Coldrator, the chances are it may be better than yours—especially from the servicing point of view. For all Coldrator distributors are members of a closely-knit organization which covers the length and breadth of the country, and which employs some of Britain's finest refrigeration engineers. This team of technicians keep every single Coldrator installation in perfect running order, year in, year out, and so ensure that each operates for all time at the exceptionally high peak of efficiency for which it was manufactured

This installation is fitted with ½ h.p. Coldrator air-cooled condensing unit model IR 450B

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INDUSTRIAL EQUIPMENT That Raises Production Efficiency

WELFARE IN THE FACTORY

New Style Hot Water Supplies

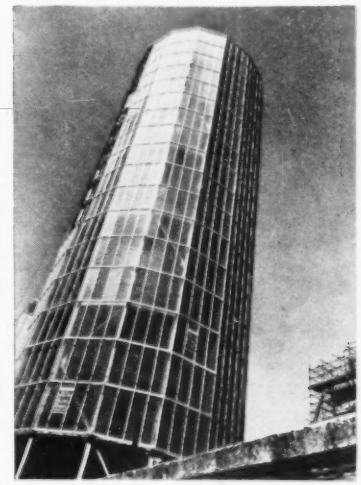
AN important development in connection with hot water supplies, for both industrial and domestic use, is the glazing of hot water accumulators, of which an interesting example is at Pimlico, London, where a large area of old property damaged or demolished during the war has been cleared and replaced by large blocks of municipal flats. Here a scheme has been worked out for the utilisation and transmission of the waste steam and hot water from the Battersea Power Station of the London Power Co. to the new housing estates.

At Battersea there are two back-pressure turbo-alternators, taking steam at 600 lb. per sq. in. and 800-850° F. and these are connected to a "heat exchanger" arranged to heat the water to 200° F. in a closed circuit circulating system. This is essentially a 12 in. flow and 12 in. return, and a large hot water storage tank or heat accumulator is situated on the Pimlico Housing Estate, together with flow-and-return pipes and circulating water pumps in the power station for delivering hot water to the top of the accumulator and returning the cooler water from the bottom for re-heating. From the accumulator the hot water is pumped as required for space heating and hot water systems.

The hot water accumulator is a cylindrical vessel 29 ft. dia. and 126 ft. high, constructed of electrically-welded mild steel shell plates. Provision is made inside the shell for maintenance and painting and access to the top.

The shell is insulated with 3 in. thick cork slabs held in place by steel studs welded to the outer surface, the whole being enclosed in steel framework with translucent glass panels fixed in "Aluminex" glazing bars.

Normal "Aluminex" glazing bars, reversed for internal glazing, are used throughout, the bars being electro-polished and anodised, and the three lower tiers are protected from malicious damage, such as stone throwing, by wire meshed panels hinged to facilitate glass cleaning. At the top of the cylinder is a retractable jib for the glass cleaner's cradle, and a sliding and folding window to permit the extension of the hoist beam is situated in the top glazing tier. **(PM/343.)**



The hot-water accumulator makes an impressive landmark, reflecting light from its glass panelling set in specially-treated glazing bars

How To Kill Noise

MAKERS of a new-type sound level meter suggest that the initial step in the control and reduction of unwanted noise—so often neglected as an industrial hazard—is its accurate measurement. With this in mind, designers have produced a self-contained portable instrument giving a direct measurement of sound level over the full audible range.

Featuring direct reading, simple and rapid operation, and easy portability, this unit is suitable for the research laboratory, industrial determinations and psychological investigations. It provides objective measurements of sound or noise level by battery operation.

The instrument consists of a non-directional crystal microphone, a high gain amplifier and an indicating meter calibrated from 0 to + 16 db. The non-directional microphone is a compensated diaphragm unit combining high sensitivity with excellent flat frequency response. Batteries, fitted in a separate compartment, may be checked for condition on the indicating meter.

An output jack is provided for listening to the sound being measured, or for connecting to an A.F. Analyser to determine the component frequencies. The instrument can also be used for vibration measurements within a certain range by replacing the microphone with a special pick-up and adapter unit. **(PM/344.)**

(TRAINING)

Filmstrip List

EDUCATIONAL Productions Ltd., inform us that the following new titles have been added to their issue of filmstrips of interest to training and personnel officers.

The new issues are divided into two groups—Geographical and Handicrafts and Technical. Under the former are issued:

Denmark—Prepared for the L.C.C. in co-operation with the National Committee. This filmstrip covers the geography of Denmark with brief reference to historical features and modern life. It has been prepared in full collaboration with the Danish government.

Air Routes of the World Nos. 3 and 4—Egypt to India: India to Japan—Further filmstrips in the Air Routes of the World series, prepared in collaboration with the B.O.A.C. and India House, who have supplied the excellent photographs and maps of the route.

Middle East Pt. 2—Although this strip is complete in itself, it is intended

as complementary to "Middle East, Part 1—Natural Background." Photographs incorporated in this strip have been provided by some of the leading oil companies as well as the American Geographical Society.

Under the second grouping are:

Timber No. 3—Structural Uses—Another strip in timber series which have been produced in collaboration with the Timber Development Association. This strip deals with the uses of stone, steel and reinforced concrete and the general uses of timber in construction, especially during wartime when steel was not available.

How to Plane—This filmstrip is produced together with wall chart on "Planes." It deals with planing as the fundamental of all craftwork. **(PM/345.)**

(SAFETY)

Photo-Electric Press Guard

AN interesting and ingenious answer to the problems presented in finding an effective and efficient press guarding unit has resulted in the introduction of a foolproof system using photo-electric equipment.

Where four-sided press protection is necessary, a "curtain" of light is projected around the installation—from projectors to photo-electric cells by a mirror arrangement—forming a safety barrier. If this light stream barrier is interrupted in any way, relays are de-energised, causing immediate shut-down of the machine even though controls may be depressed.

Very simply, the system consists of light-throwing projectors, pedestal mounted mirrors and receivers embodying the sensitive cells. A projection unit situated at the machine's right-hand corner projects a 16 in. deep by 2 in. wide barrier of light across the front of the machine. This is reflected by a mirror placed at a 45 deg. angle at the left-hand corner of the press, to the receiver unit mounted at the rear left-hand corner. Similarly, the two other sides are protected by using a similar projector, mirror and receiver.

As receivers are connected to a control unit incorporating relays which remain energised only as long as the light rays are uninterrupted, the press is surrounded by a fool-proof barrier. One obvious advantage to this is that all operators are safe even if hidden from view of the man at the controls. **(PM/346.)**

Safety Goggle

A SAFETY goggle, for efficiency, should be flexible or "form fitting" and still give a large visible transparent area. The new one-piece *UNO* unit, has an extremely flexible frame and a large replaceable screen. The latter can be changed quickly and easily when pitted, making use of a press-stud system. It is available in three sizes (small, medium and large) and is of non-inflammable plastic construction. It will also withstand the action of acids, corrosive liquids, etc.

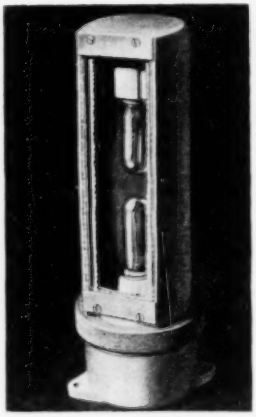
Well-ventilated and with a replaceable headband, this transparent frame, clear screen goggle is available with white or brown frames and with light green, dark green or bronze screens, for use where protection is required against glare. **(PM/347.)**

(LIGHTING)

Gauge Glass

VAPOUR-TIGHT gauge glass fitting of 50 watt strength—two 25 watt tubular lamps—has been designed for the illumination of gauge glasses in oil refineries and for other special applications in fume laden atmospheres.

The *Metrovick* has a cast-iron or silicon aluminium conduit box with lugs for $\frac{5}{16}$ in. Whitworth bolts, and a reinforcing boss tapped $\frac{3}{4}$ in. conduit on the side of the box ensures a vapour tight conduit entry to the terminal block in the casting.



Two screw or bayonet cap porcelain lampholders are mounted on circular metal plates separated by wiring channels and this assembly is screwed to brass pillars in the conduit box with one plate covering the box mouth. This forms a cool wiring chamber.

Wiring between lampholder and terminal block is carried out with asbestos covered, cambric insulated wire.

The lamp housing is a cast-iron or silicon aluminium cylinder with a recessed heat resisting glass panel. A packing ring ensures a vapour-tight joint when the housing is screwed up by the knurled retaining collar. **(PM/348.)**

"Self-Start" Fluorescent

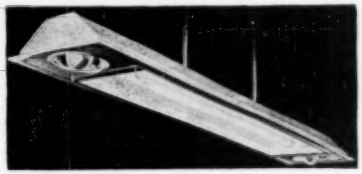
THIS new instant self-start fluorescent lighting system has cut down weight and cost by elimination of many "gadgets."

A 40 watt 4 ft. fluorescent lamp

WE are indebted to the Bournville Works' Magazine for these pictures of the new style turban which has been adopted as standard for the girls who work in Cadbury's factory. No other types of headgear are now allowed during working hours. The turbans are made of net and the design combines smartness with effective cover. We understand that at the moment it is not easy to come by supplies of the material but it is hoped that in the near future the Board of Trade will be able to overcome this obstacle

operates in series with a special tungsten ballast lamp which also functions as an efficient source of light. Both form a complete circuit consuming about 113 watts on 230 v. A.C. mains.

Makers of the new system claim an overall initial (100 hour) luminous efficiency of about 22 lumens/watt, or



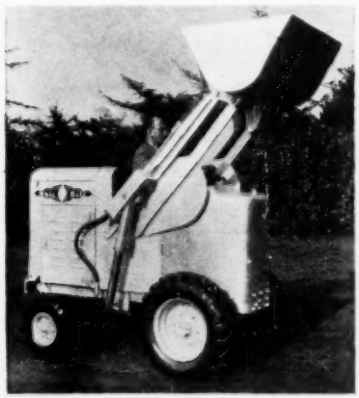
twice that of ordinary tungsten lamps. Other advantages include a pleasing blend of fluorescent and tungsten light in a single lighting fitting, instant self starting and restarting, reduced weight and wiring of lighting equipment, and long average light of the lamps.

The *Ardingley*, as shown, is an all metal trough fitting of conventional form, finished in stove enamel with white inside and grey outside. It can also be fitted with a louvre, if desired. Dimensions are: length 5 ft. 3 in. (slightly under), width, 11 in. and height, $3\frac{5}{16}$ in. **(PM/349.)**

(GOODS HANDLING)

"Internal" Truck

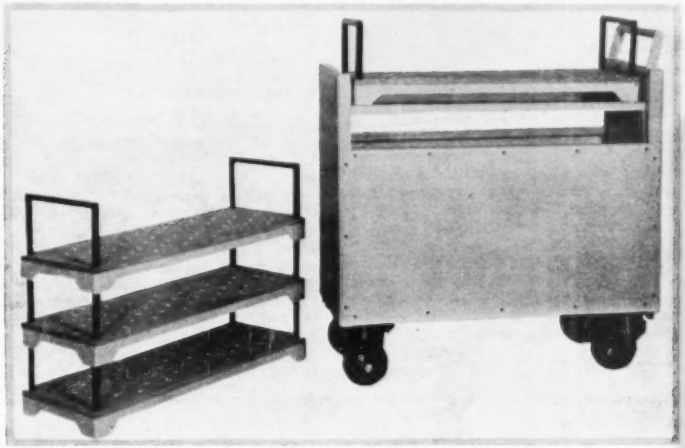
A COMPACT, highly mobile hydraulic loader which will load in excess of 20 tons per hour has been designed for work in confined spaces. It will readily



negotiate obstacles commonly found in warehouses, ships' holds, small yards, etc., and will traverse ramps and gangways safely.

The *LH*/1 uses a petrol engine (diesel power can be supplied if required) developing 35 b.h.p., giving speeds up to 12 miles per hour. Two speeds in either direction are possible and the loader has a turning circle of 15 ft. Hydraulic action is both powerful and speedy (lifting time: 5 sec. to 8 ft. 9 in.) and the bucket control permits full or partial discharge.

Simply controlled, the *LH*/1 has a welded constructed chassis with articulated forged steel front axle. Steering is by heavy duty box and a novel split track rod. Girling brakes are employed. The unit is available with alternative types of bucket, fork lift, dozer blades, etc. **(PM/350.)**



The Lowerator

The Lowerator Saves Backaches

CLAIMING to promote faster handling with less backaches, the *Lowerator* or spring compensated platform container is a new piece of industrial equipment of considerable interest to production personnel.

The unit is useful for jobs which require a table or platform which remains at a constant height from the floor, even if weight on it is increased or decreased. As articles are loaded on to the platform it sinks so that the top level of articles remains at a pre-determined, convenient height for the process involved. Conversely, when articles are removed from the platform it rises to maintain the same convenient height.

Easy Maintenance

Action of the adjustable spring compensating mechanism is simple; it will automatically keep pace with an operator and uses no outside power. Requiring almost no servicing, it is valuable for such applications as machine feeding, machine "take off," inspection and processing from one *Lowerator* to another. It can be a fixed unit, handled by a forktruck, platform truck or conveyor, or can be mounted on wheels.

Several types of this unit are available, including those for loading discs, where each circular platform operates independently; for trays of articles, where one single platform is used; for loading sheet, strip or bar, with a capacity of four tons; for independently operating platforms enclosed in a one-sided trolley unit. **(PM/351.)**

(GENERAL)

Lightweight Electric Hammer

AN electric hammer which weighs only seven pounds and will produce 1,600 blows per minute can have varied application in many industries.

The HD1 electric hammer features a dynamically balanced armature, extra heavy insulation for both armature and field coil winding, and a final flash test of 1,500 volts. All rotating parts are mounted on ball bearings housed in steel liners.

The kit, enclosed in a strongly built steel case, includes the following accessories: rawldrills Nos. 6 to 22 and a holder and tommy bar complete with ejector, for wall-plugging; $\frac{1}{2}$ in. and $\frac{3}{4}$ in. stone mason's chisels, comb-holder with six combs, 2 in. scaling chisel, chasing bit, including holder and ejector, all for light chasing, cutting, combing, chipping and scaling; niphan plug and socket, for connecting extra cable.

The hammer is specially recommended for use in overhead positions, wherever a hand tool is effective. **(PM/352.)**

Cleaner Food Crusade

MAIN recommendations of the Working Party Report on cleanliness in the catering industry are registration of all catering establishments and their observance of a standard code for cleanliness. The standard code sets out requirements for limiting infection of food by handling, and prevention of staff suffering from certain ailments from touching food. It requires that premises are adequately lit; that there are abundant supplies of hot and cold water; accessible sanitary conveniences and wash basins provided for staff; nothing must be stored in rooms used for food preparation; adequate washing-up facilities must be provided; suitable receptacles must be available for all food; and practical steps taken to get rid of vermin. All staff must be trained in practical courses of personal hygiene.

The Report covers industrial canteens and staff dining rooms, of which there are some 42,500, providing about 24 million meals a week.

THE Minister of National Insurance recently announced that people claiming sickness benefit in cases where, because of the amount of influenza or other illness, the doctor cannot see a patient without delay, written notice should be given to the local national insurance office by the patient, or on behalf of the patient, within the first three days. This notice, which is usually given on the doctor's first certificate, will be accepted as notice for claiming benefit. The formal certificate should be sent as soon as the doctor has been seen, and in any case within ten days of the commencement of the illness.

Supplementary Workmen's Compensation

A BILL to provide for supplementing workmen's compensation where the accident happened before 1924 is being laid before Parliament. A detailed examination of the problem of extending the provisions of the industrial Injuries Act, 1946, to people injured before July, 1948, when the Act came into operation, showed that the workmen's compensation scheme and the industrial injuries scheme are based on such different principles that it is impossible to assimilate them in any way. It is therefore proposed that the Minister makes a new scheme to cover those people injured before 1924, to ensure that they get the same weekly income as they would have done under later Acts.

Furniture Trade Dispute

NATIONAL UNION OF FURNISHING TRADE OPERATIVES have sent notice of dispute to the Minister of Labour because of the failure of the Joint Industrial Council to settle their claim for a wage increase of 6d. an hour. Statement issued by the union says that although the employers rejected the claim they agreed that an increase was justified. The refusal of the Board of Trade to take a wage increase into account when fixing maximum prices had made it impossible for employers to deal with the claim in a common-sense manner.

FORTY-TWO-YEAR-OLD Mr. Ernest J. H. Ashberry has been appointed Superintendent Welfare Officer to the Huddersfield Education Committee in succession to Mr. G. P. Taylor who has taken up a similar post with the Nottingham Education Committee.

Since January 1, 1949, Mr. Ashberry has been Senior Welfare Officer to the Borough of Cambridge Education Committee. He takes up his new post on March 1.

S23.

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LOOKING AHEAD — WELFARE & PRODUCTION EQUIPMENT TO BE INSTALLED

London, Greenwich.—Plans submitted: Reconstruction of 171 Greenwich High Road, as canteen and recreation room for Greenwich Brewery. Rebuilding 29-32 King William Walk, as hostel for Seamen's Hospital. A two- and three-storey building at Telcon Works, Christchurch Way.

Aberdeen.—Erection of a new sulphuric acid manufacturing plant at Sandilands Chemical Works is proposed by the Scottish Agricultural Industries Ltd., of Blaikes Quay, Aberdeen, at a cost of £410,000.

Accrington.—Plans have been submitted for new pithead baths at Huncoat Colliery, for National Coal Board. Extensions, etc., to canteen at Broad Oak print works, for C.P.A. Ltd.

Birkenhead.—North Western Industrial Estates Ltd., Exchange Buildings, Liverpool 2, have plans for erection of three factories. Plans submitted: Extensions at Slumberwear factory, Woodchurch Road, comprising new cutting rooms, canteen, boiler house.

Brighton.—Plans proposed: Factory for K.D.L. Precision Engineers, 25 Sheldon Road, London, N.W.2. Factory for Kent Bros., Mortlake Road, Richmond, Surrey. Plans submitted: A factory at Moulsecombe Way, for Allen West and Co. Ltd. Remploy Ltd., London, S.W.1, will erect a factory at East Moulsecombe, Brighton. Mr. W. H. Scanlan, 56 Buckingham Gate, London, S.W.1, is the architect for a proposed new factory.

Bristol.—Erection of a new factory is proposed by Pirelli Ltd., 243 Euston Road, London, N.W.1.

Bury.—Plans approved: A factory at Millett Street, for Allens (Dyers) Ltd., of Bury.

Cardiff.—The contractors for the building and road works in connection with proposed new television station at Wenvoe, for British Broadcasting Corporation, are Gee, Walker and Slater Ltd., Coychurch Road, Bridgend. The B.B.C.'s own engineer is Mr. M. T. Tudsbery. The television station will cost a total of £350,000.

Carlisle.—T.C. approval recommended for workshop and hostel for blind at Petteril Bank.

Cheltenham.—The B.C. has approved plans to erect a sweet factory for C. Armand.

Chesterfield.—Plans approved by the R.D.C. for preserves factory at Milltown, Ashover, for Butterley Preserving Co.

Derby.—The National Miners' Joint Council, 1 Hobart House, London, S.W.1, have plans to construct new pithead baths.

Doncaster.—The B.C. has approved plans for an agricultural machinery factory at Wheatley Hall Road, for Platts and Son Ltd., 13 Market Street, Doncaster, and for canteen and kitchen at St. Peter's School, Lord Street.

Dundee.—British Oxygen Co. Ltd., Bridgewater House, London, S.W.1, plan new factory and offices.

Enfield.—The U.D.C. is recommended to grant planning permission to James Neilson in respect of proposed factory at Southbury Smelting Works, Lincoln Way.

Epsom, Surrey.—Construction of a cafeteria at St. Ebba's Hospital, for South West Metropolitan Regional Hospital Board. £3,025.

Glasgow.—Plans will be prepared by Fred Parker Ltd., Dumbarton Road, Glasgow, C.3, for factory buildings proposed at Bouverie Street and Dumbarton Road, Partick.

Golborne.—Erection of a new factory at Glazebury for I.C.I. Ltd. has been approved by the U.D.C.

Greenock.—The contractors for the erection of factories, with construction of road and sewer works, on the industrial estate at the former Caird Shipyard, Greenock, are J. Y. Keanie Ltd., Floors Street, Johnstone. Work will cost £300,000.

Hainault, Essex.—Tuck and Co. Ltd., 76 Victoria Street, London, S.W.1, propose a new factory to cost about £40,000.

Hamilton.—Eldorado Ice Cream Co. Ltd., of 64 Stamford Street, London, S.E.1, propose erection of a new factory, at £120,000.

Harlow.—Revertex Ltd., King William Street House, London, E.C.4, propose erection of a new factory at the new town site.

Hemel Hempstead, Herts.—A new factory is planned by Alford and Alder Ltd., Walworth Road, London, S.E.17.

Kilmarnock.—A new factory is proposed by Scottish Industrial Estates on the Abbotsford Road site, Kilmarnock, to be occupied by the Glazed Metal Co. Ltd., and the cost is £130,000. Wylie, Shanks and Wylie 120 Blythswood Street, Blythswood Square, Glasgow, C.2, are the architects.

Lancashire.—Henry Wilson and Co. Ltd., has received C.C. permission to erect a foundry at Marl Road, Kirby Trading Estate, Simonswood.

Leamington Spa.—Erection of new factory is proposed by Kisgass Ltd., 31 Regent Grove, Leamington Spa.

London, W.—The Anglo-American Timber and Trading Co. Ltd., Trumpers Way, Hanwell, will rebuild their fire-destroyed factory at Hanwell.

London, Bermondsey.—R. B. James and Partners, surveyors, 13 Northwold Road, N.16, have applied to the B.C. in connection with proposed factory at 54 Bermondsey Street. B.C. has raised no objection.

Manchester.—Apprentice training school at Pottery Lane and Clayton Lane South, Manchester, for Crossley Bros. Ltd.

Morpeth.—National Coal Board propose the erection of pithead baths at Pegswood Colliery to plans by their architects, Ashfield Tower, Gosforth, Newcastle-on-Tyne.

Newport, Mon.—Work has commenced on a £75,000 bacon curing factory at a site near Three Bridges, Cardiff Road, for Pitchford and Son, Commercial Road, Newport.

Norwich.—Erection of the second stage of their proposed factory will be carried out by Coleman and Co. Ltd., Prince of Wales Road, Norwich.

Nuneaton.—T.C. approval recommended for plans by Atlas Hosiery Co. (Nuneaton) Ltd., for a new factory at corner of Attleborough and Seymour Roads, and for clothing factory extensions proposed by Hart and Levy Ltd.

Plymouth.—A new factory will be erected for Three Towns Dairy Ltd., 52 Union Street, Plymouth.

Portsmouth.—A new factory is planned by Smith's Potato Crisps Ltd., Great West Road, Brentford, Middlesex.

Rotherham.—Pithead baths at Roughwood Colliery are proposed by National Coal Board (N.E. Division), Belgrave Road, Sheffield.

Shropshire.—Pithead baths are proposed by the National Coal Board at Granville Colliery.

Stanley, Co. Durham.—U.D.C. has approved plans for a ball-bearing factory on the Greencroft Estate, Annfield Plain for North-Eastern Trading Estates Ltd., Gateshead, on behalf of Ransome and Marles Ltd., Newark. The premises will cover about 100,000 sq. ft. The architects are Napper and Taylor, 56 Eldon Place, Newcastle-on-Tyne. The engineer for the site work is E. G. Lediard, 4 Eldon Square, Newcastle-on-Tyne.

Summary of Official Publications and New Rulings

BILLS

National Insurance (Amendment) Bill, dated November 17, 1950. *H.M.S.O.* 2*d*. Provides that no reduction shall be made to a widowed mother's allowance or to a widow's pension by reason of her earnings for any week preceeding that for which she is entitled to such allowance. It also provides that where a retirement pensioner, who is less than five years over pensionable age, has earned an average of over 40s. per week in any four consecutive weeks his pension for the succeeding week shall be reduced by 1s. for each 1s. earned in excess of 40s., provided this does not affect his pension rate for the first four weeks after retirement, nor reduce the pension rate to which a widow is entitled by virtue of her husband's insurance.

Security of Employment (Service Contracts) Bill. Dated November 17, 1950. *H.M.S.O.* 2*d*. Entitles certain wage earners to a statement setting out the conditions of their employment and the terms upon which, if their employment is terminated, they shall be compensated.

STATUTORY INSTRUMENTS

No. 39. The Toy Manufacturing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated January 9, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 2*d*. (Amends Order Y (40), as amended by Order Y (43), by increasing statutory minimum remuneration payable. Order Y (43) is revoked. Operative as from January 26, 1951.)

No. 66. The Fire Services (Ranks and Conditions of Service) Regulations, 1951. Dated January 15, 1951, made by the Secretary of State under Sub-section (1) (a) and (b) of Section 17 of the Fire Services Act, 1947 (a). *H.M.S.O.* 2*d*. (Makes provisions regarding the counting of war service for purposes of pay of members above the rank of fireman, the conditions for grant of lodging allowances, the payment of allowances and travelling expenses for instructors of auxiliary firemen, etc. Operative as from February 1, 1951.)

No. 72. The Paper Bag Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated January 17, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Amends Order B (41), as amended by Order P (46), by increasing statutory minimum remuneration payable. Order P (46) is revoked. Operative as from February 2, 1951.)

No. 73. The Paper Box Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated January 17, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Amends Order B (41), as amended by Order B (44), by increasing statutory minimum remuneration payable. Order B (44) is revoked. Operative as from February 2, 1951.)

No. 158. The Firemen's Pension Scheme Order, 1951. Dated January 25, 1951, made by the Secretary of State under Section 26 of the Fire Services Act, 1947 (a). *H.M.S.O.* 4*d*. (Redefines the entitlement of a fireman to an ill-health pension where he retires as a result of injury; limits extent to which a fireman's special pension is reduced by an award under the Industrial Injuries Act; redefines entitlement of widow or child to a special pension where fireman dies as result of injury; extends rights to count as pensionable service employment other than as a permanent member of a brigade, etc. Operative as from date Order is laid before Parliament.)

GENERAL

Time Rates of Wages and Hours of Labour, October 1, 1950. Issued by the Ministry of Labour and National Service, December, 1950. *H.M.S.O.*4*s*. 6*d*. Gives particulars of the minimum or standard time rates of wages fixed by agreements or orders for the more important industries and occupations.

Tuberculosis and other Communicable Diseases in Relation to Nurses and Other Health Workers. Issued by the Ministry of National Insurance, November, 1950. Cmd. 8093. *H.M.S.O.* 6*d*. Report on the question as to whether T.B. and other communicable diseases should be prescribed under the Industrial Injuries Act in relation to nurses and other health workers. (*See also our January issue, page* 317.)

Hygiene in Catering Establishments. Issued by the Ministry of Food, February, 1951. *H.M.S.O.* 1*s*. 9*d*. Report of the Catering Trades Working Party appointed to make recommendations as to precautions to secure sanitary and cleanly conditions in the catering trade. (*See also page* 424.)

Management in the Hotel and Catering Industry. Choice of Careers, No. 15. Issued by the Central Youth Employment Executive, Ministry of Labour and National Service, January, 1951. *H.M.S.O.* 9*d*. Survey of the training facilities and opportunities available to people wishing to enter the catering industry with a view to reaching managerial positions.

Accidents—How They Happen and How to Prevent Them. Vol. 6. (New series). Issued by the Ministry of Labour and National Service, Factory Department, January, 1951. *H.M.S.O.* 9*d*.

Civil Defence. Manual of Basic Training, Vol. 1, Pamphlet No. 1. Ambulance Section. Issued by the Home Office, February, 1950. *H.M.S.O.* 1*s*.

Welfare Arrangements on Building Sites. Issued by the Ministry of Labour and National Service, February, 1951. *H.M.S.O.* 9*d*. (*See also page* 414.)

INDUSTRIAL COURT AWARDS

No. 2285. Public Health Service. *(This is at present out of print. Full details will be published in our next issue.*

No. 2286. Civil Air Transport. Reference: Claim by M.T. foremen employed by Airways Corporations for payment of shift premiums when engaged on shift work. Award: The Court found against the claim and awarded accordingly (December 11, 1950.)

No. 2287. Glass Processing Industry. Reference: Claim for two weeks' annual holiday with pay. Award: In favour of workmen. (December 15, 1950.)

No. 2288. Fields Aircraft Services Ltd. Reference: Claim that the company ought to conform to the terms and conditions of employment under Section 15 (1) of the Civil Aviation Act, 1949. Award: The Court awarded that in respect of members of the Association of Supervisory Staffs, Executives and Technicians, the company should observe the terms and conditions of the current Memorandum of Agreement between the Employers' and Employees' sides of the Supervisory Engineering and Technical Panel of the National Joint Council for Civil Air Transport. (December 29, 1950.)

No. 2289. Government Industrial Establishments. Reference: For specific pay increases for firemen employed by the War Office and Air Ministry. Award: The Court awarded rates as follows: War Office:—Firemen, 133s.; Leading Firemen, 136s.; Assistant Head Firemen, 143s.; Head Firemen, 148s.; Head Firemen (double engine

stations), 153s. Air Ministry:—Firemen, 133s.; Senior Firemen, 143s.; Head Firemen, 148s. (January 5, 1951.)

No. 2290. Civil Air Transport. Reference: To determine dispute between the two sides of the Clerical and Clerical Administrative National Sectional Panel of the National Joint Council for Civil Air Transport on the interpretation of Clause 8 (ii) (b) of the Memorandum of Agreement, January, 1949, in respect of payment of excess hours to weekly-rated clerical staff. Award: The Court awarded that payment for all hours in excess of 44 does not include in the case of non-industrial clerical staff on shift work any premium pay for shift work. (January 12, 1951.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1583. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of a Worker formerly Employed by an Engineering Firm at Wolverhampton. Claim: For week's wages in lieu of notice in accordance with specific engineering agreement. Award: In favour of workman. (January 1, 1951.)

No. 1584. Holiday Remuneration of Certain Workers Employed by a Particular Company at Kings Norton, Birmingham. Claim: That workers employed by the company on May 4, 1950, affected by the change-over from engineering to rubber agreements on that date, should be paid for each day's paid holiday not less than the original rate. Award: Claim not established. (January 4, 1951.)

No. 1585. Rates of Wages of Manual Workers Employed by Certain Local Authorities in North Wales. Claim: Dispute over implementation of National Award of July 1, 1948. Award: In favour of workman. (January 8, 1951.)

No. 1586. Annual Holidays in the Pressed Felt Industry in Lancashire. Claim: For additional week's annual holiday with pay. Award: Claim not established. (January 8, 1951.)

No. 1587. Claim for Payment in Lieu of Notice in Respect of Two Workers Formerly Employed by an Engineering Firm in London. Claim: For payment in lieu of notice in accordance with specific engineering agreement. Award: In favour of workman. (January 9, 1951.)

No. 1588. Salary Scales of Certain Administrative Officers in the Hospital Service. Claim: That there should be no reduction in existing salary scales of certain administrative officers pending agreement on the general question of when the pointing system, upon which such salary scales are based, should be reviewed, and what rules should govern any alteration of salaries in the event of a rise or fall in the pointage. Award: The Tribunal awarded as follows: (1) that if on recalculation of pointing under A.C. Circular No. 12 a Hospital Management Committee or Board of Management is put into a lower points group than previously, the salary scales of administrative officers employed at the date of recalculation shall be maintained on a personal basis: provided this decision shall not apply where prior to Circular A.C. No. 12 there had been an unjustifiable miscalculation of pointage for which the officer concerned had been responsible; (2) that the claim in regard to cases to be dealt with under paragraph B.4. of the Circular was not established. (January 9, 1951.)

No. 1589. Rates of Wages and Annual Holidays in the Fibre Textile Accessories Manufacturing Industry. Claim: For a further week's holiday with pay and higher starting rates for non-productive workers. Award: The Tribunal awarded an increase of 1d. per hour in rates of wages of workers classed as "non-productive;" they referred back the claim for a further week's annual holiday with pay. (January 9, 1951.)

No. 1590. Wage Rate of a Deputy Head Porter Employed at a Hospital in the South East Metropolitan Region. Claim: For a pay increase to deputy head porter to maintain existing differential. Award: Claim not established. (January 11, 1951.)

No. 1591. Rates of Wages and Conditions of Employment of Taxi Drivers Employed by a Firm in Edinburgh. Claim: For a substantial wage increase, a reduction in hours, 12 days' annual paid holiday and payment for public holidays. Award: The Tribunal awarded a wage increase of 20s. a week, but found the rest of the claim not established. (January 15, 1951.)

No. 1592. Rates of Wages and Conditions of Employment of Taxi Drivers Employed by a Firm in Edinburgh. (*as claim No. 1591 above*).

No. 1593. Rates of Wages and Holidays in the Building Brick Industry in Scotland. Claim: For a general increase in wages: for an increase of 1d. per hour in certain existing differential rates and the introduction of differentials for certain other workers; an additional week's annual paid holiday; an alteration in existing method of payment for statutory holidays. Award: The Tribunal awarded as follows: (1) an increase of 2½d. per hour on time rates for male workers of 21 and over; an increase of 2½d. per hour in the flat rate addition of pieceworkers and taskworkers for hours actually worked in the factory; proportionate increases were awarded to women and juveniles but the actual amounts were referred back for negotiation between the parties; (2) the Tribunal found the claim for variation of the differential rates for pan mill men, setters and bing men and the granting of differential rates to loaders and Lister truck drivers not established; (3) they found the claim for an additional week's paid holiday not established; (4) they found in favour of the claim that the existing method of paying seven-and-one-third hours for statutory holidays be abolished and substituted by payment for normal working hours. January 15, 1951.)

No. 1594. Rates of Wages and Holidays in the Refractory Brick Industry in Scotland. (*as claim No. 1593 above*).

No. 1595. Conditions of Employment of Certain Workers Employed by a Firm of Electrical Contractors at Aberdeen. Claim: That employers should conform to Rules (15(a) and II(c)) of the Working Rules agreed between the Electrical Contractors' Association of Scotland and the Electrical Trades Union on December 31, 1949. Award: The Tribunal found in favour of the workmen. (January 17, 1951.)

No. 1596. Wages in the Woolcombing Industry. Claim: For increase of 6s. 9d. per week on the male minimum rate for day workers with consequent adjustments on all other scheduled rates of pay. Award: The Tribunal awarded an increase of 5s. per week in minimum time rates to adult males and 3s. 9d. to women for all classes of workers set out in the "List of Wages" dated July, 1949. Proportionate increases for juniors were referred back for negotiation. January 17, 1951.)

No. 1597. Sickness Scheme Applicable to Agents Employed by an Insurance Society. Claim: For retention and continued operation of Sickness Scheme for Agents in force prior to October, 1949. Award: The Tribunal found against the claim as stated but amended the scheme to provide that where an official collects full commission (subject to deduction of 13s. of the Insurance benefits and reasonable travelling expenses) will be allowed as follows: up to 5 years' service, 4 weeks; over 5 years, 6 weeks. (January 18, 1951.)

No.1598. Rates of Wages of Workers Empoyed by a Firm of Balata Belting Manufacturers in Glasgow. Claim: For increase of 2d. per hour. Award: In favour of workmen. (January 22, 1951.)

No. 1599. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by an Engineering Firm in London. Claim: For payment in lieu of notice in accordance with specific engineering agreement. Award: In favour of workman. (January 23, 1951.)

No. 1600. Remuneration of Certain Workers Employed by an Oil Refining Company at Stanlow. Claim: For increase of 3d. per hour, and for payment to established grades of a good time-keeping bonus now payable to non-established grades. Award: The Tribunal awarded an increase of 3d. per hour to all adult male workers concerned, but found the claim for a good time-keeping bonus not established. (January 23, 1951.)

(*Concluded overleaf.*)

Summary—*from* p. 427

No. 1601. Remuneration of a Worker Employed by a Glasgow Firm of Retail Drapers, Outfitters and House Furnishers. Claim: For increase in wages to a chargehand commensurate with that made in wages of general staff. Award: Claim not established. (January 25, 1951.)

No. 1602. Remuneration of Two Laundry Workers Employed at the Hull Royal Infirmary. Claim: For payment of 6d. per day for handling foul linen as provided in recommendations of the National Joint Council for the Staffs of Hospitals and Allied Institutions. Award: in favour of workmen. (January 25, 1951.)

No. 1603. Claim for payment of Accrued Annual Holiday pay in Respect of Three Workers Formerly Employed by an Electrical Contracting Firm at Llanelly. Claim: For payment to former workers of accrued holiday credits in accordance with Holidays and Pay Agreement in the Electrical Contracting Industry. Award: In favour of workmen. (January 26, 1951.)

No. 1604. Claim for Payment in Respect of a Particular Holiday to a Named Worker Employed by an Engineering Firm at Manchester. Claim: For payment for Easter Monday in accordance with specific engineering agreement. Award: In favour of workman. (January 26, 1951.)

First-Aid Fire Service—*from* p. 410

Committee have approved certain types of these extinguishers for use in rooms containing electrical apparatus only or rooms where spirit is stored or used.

Chemical extinguishers only operate for a very short time, on an average 2 minutes; after this they have to be recharged before they can be of any further use. They are essentially "First-Aid" appliances for tackling a fire in its early stage. They are also expensive to install.

All types of chemical extinguishers should be inspected regularly. Care should be taken to ensure that all extinguishers are charged, readily accessible and that fittings are not corroded. Soda-acid extinguishers should be opened up and inspected periodically, and actuated once a year. Foam extinguishers should have the liquid contents stirred regularly and discharged once a year. The C.T.C. extinguisher should be inspected and given a complete discharge frequently. The liquid, if discharged into a clean receptacle can be replaced for use again. CO_2 and methyl bromide extinguishers are tested by weighing and comparing with the weight stated by the manufacturer.

Finally, the best weapon of all is undoubtedly Fire Prevention. Most fires start from simple causes, such as oily rags, rubbish, cigarette ends, etc.; good "housekeeping" is one of the most important elements in fire prevention.

Pastrycooks—*from* p. 418

members a demonstration on some particular aspect of flour confectionery. New ideas and new methods will always repay study and if the canteen cook finds much in a demonstration which is irrelevant in his case, he will at least learn much about the art of presentation and colour design.

He would indeed be an apathetic individual whose interest could not be awakened and stimulated by the displays given by these demonstrators. May one suggest that application be made to the Secretary of the Bakery Students' Society* in any of the towns where demonstrations are regularly held, for any of the firm's canteen staff to be allowed to attend. As an enlargement on this idea it should be possible for works' managements in the larger industrial towns to submit a joint request from several firms for a demonstration to be held at one of the canteens in the area to meet the particular requirements of canteen cooks.

* *The Head Office of the National Federation of Bakery Students' Societies is 23 Boden Road, Hall Green, Birmingham 28.*
All essential data contained in "Bakery Students' Reference Book."

THE MONTH'S DATES

British Association for Commercial and Industrial Education
Mar.
6 Youth Residential Courses. Manchester. 6 p.m.
13 "Display-boards and Notice-boards for Education and Training Purposes." 2.30 p.m.

British Institute of Management
6 Winter Proceedings. Management House. 5.30 p.m.

Burton Manor—Course 184
4-16 "Supervisory Management." Wirral.

Carlisle and District Management Association
6 Foremanship Training Course. "Summing Up." Prof. Aubrey Burstall. Carlisle.

Chartered Institute of Secretaries
6 "Management in the Office." C. R. Curtis. Bradford. 7 p.m.

Grantley Hall—Course
13-19 "Youth in Industry."

Illuminating Engineering Society—Cardiff Centre.
8 "Problems Associated with Underground Lighting in British Coal Mines." D. A. Strachan. School of Mines, Treforest. 5.45 p.m.

Illuminating Engineering Society—Nottingham Centre
29 "The Lighting of Lace Furnishing Machines." D. I. Griggs and F. Jamieson.

Illuminating Engineering Society—Swansea Group
7 "The Problems Associated with Underground Lighting in British Coal Mines." D. A. Strachan.

Industrial Welfare Society
2-5 General Course. Scotland (Dunblane Hydro).
9-12 Foremen's Course. Scotland (Dunblane Hydro).
30-Apr. 2 Workers' Representatives' Course. (Nottingham.)

Institute of Cost and Works Accountants
16 "How to Increase Productivity." Lewis C. Ord. Croydon. 7.15 p.m.

Institute of Economic Engineering
16 "Education for Management." H. E. Kearsey. Engineers' Club, Manchester. 7.30 p.m.

Institute of Industrial Administration
14 "Personnel Relations Services."
15 "Personnel Management." Southampton. 7.30 p.m.

Institute of Industrial Supervisors
1 "The Foreman and Motion Study." N. G. Moss. White Hart Hotel, Sankey Street, Warrington. 7 p.m.
7 "The Hawthorne Investigations." J. S. Hudson. Grammar School, West Bromwich. 7.45 p.m.
13 "The Foreman and the Factories Act." R. M. Wickenden, H.M.I. Dudley and Staffordshire Technical College, Dudley. 7.30 p.m.
15 "Some Managerial Problems." D. N. Sneddon. Central Hall, Oldmarket, Bristol. 7.30 p.m.
22 "Modern Foremanship." H. R. Harbott. County Technical College, Newark. 7.30 p.m.

Institute of Industrial Technicians
15 "How to Lecture and Speak in Public." Illustrated with reference to Time Study Topics." B. Edsall. 7 p.m.

Institute of Personnel Management
5-9 Practical Personnel Management Course. Porthcawl, Glamorgan.
8 "Discipline and Justice in Industrial Management." Charing Cross Hotel, London, W.C.2.
16-18 Joint Conference with the Personnel Management Branch of the Ministry of Labour. Grange-over-Sands, Lancs.

Institute of Welfare
9 "My Welfare Job." Speakers: W. H. Juster, T. Callis, Miss C. Humby, Miss Joliffe. (Dinner-Discussion.) West Central Hotel, Southampton Row, London, W.C.1. 6.30 p.m.

Institution of Works Managers—Leicester Branch
20 "Management Research with particular reference to Work Study and Job Evaluation." Prof. T. U. Matthew. Rugby Works of B.T.H. Ltd., 7 p.m.

Institution of Works Managers—Merseyside Branch
13 "Industrial Relations." T. A. Heron. Adelphi Hotel, Liverpool, 6.30 p.m.

Institution of Works Managers—Notts and Derby Branch
2 "Is Management an Art or a Science?" J. Ayres. Midland Hotel, Derby, 7.30 p.m.

Institution of Works Managers—Preston Group
13 "Industrial Management and its Human and Social Implications." A. P. Young, O.B.E. Starkie House, Starkie Street, Preston, 7 p.m.

Office Management Association
6 "Office Personnel Policy." K. G. Kay. Liverpool, 7 p.m.

Urchfont Manor—Course
12-22 "Industry and the Revolution of Our Times."

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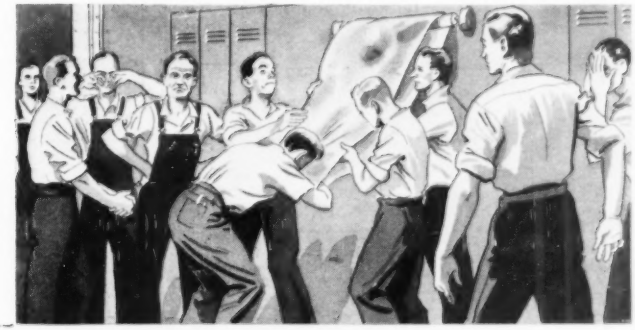

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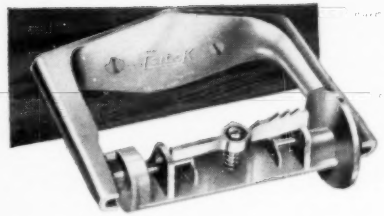

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1st Order—18th November, 1949
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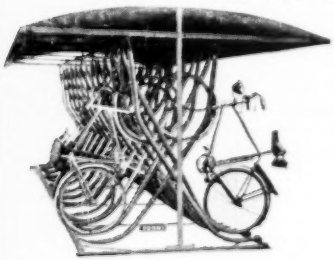

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9/6

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